FOREIGN OPERATIONS

FY 2011 PERFORMANCE REPORT

FY 2013 PERFORMANCE PLAN

Introduction

This section of the Fiscal Year 2013 Congressional Budget Justification (CBJ) contains the Foreign Operations Annual Performance Report for FY 2011 and the Annual Performance Plan for FY 2013 (APR/APP). The APR/APP presents a description of the work conducted by the U.S. Agency for International Development (USAID) and the Department of State to achieve foreign assistance goals, as well as a sample of key performance indicators that show agency-level progress towards these goals. In addition to the agency-level performance information presented in the APR/APP, the CBJ contains summaries detailing country-specific achievements and the use of performance data to inform and support budget requests.

The Cuts, Consolidations, and Savings (CCS) volume of the President's Budget identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: http://www.whitehouse.gov/omb/budget.

Important Changes

Revised Joint Strategic Goals

In accordance with the GPRA Modernization Act, USAID and State developed revised Joint Strategic Goals, which are a set of policy priorities on which both Agencies are jointly focused. These goals reflect our priorities for diplomacy and development and help to focus the overall mission of the Department of USAID and State: *To shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.*

The APR/APP is organized under the new strategic framework, with existing Program Areas from the Foreign Assistance Standardized Program Structure aligned under each Strategic Goal. Budget allocations will be organized by the revised Joint Strategic Goals in FY 2014.

Changes to Foreign Assistance Performance Indicators

In 2011, a joint USAID-Department of State effort was undertaken to review, revise and improve the existing suite of Foreign Assistance performance indicators. Details about the specific changes made to Foreign Assistance indicators, as well as resulting changes to indicators presented in the APR/APP are described in the section, "Our Approach to Performance Management."

Revised Joint Strategic Goals

To achieve the Department of State and USAID mission, President Obama and Secretary Clinton have emphasized a number of strategic goals that respond to key U.S. foreign policy and national security priorities. Building upon the Secretary's vision, USAID and State have identified the following seven Joint Strategic Goals:

1. Counter threats to the United States and the international order, and advance civilian security around the world;

2. Effectively manage transitions in the frontline states;

3. Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being;

4. Provide humanitarian assistance and support disaster mitigation;

5. Support American prosperity through economic diplomacy;

6. Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world; and

7. Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally.

A crosswalk depicting the alignment of previous strategic goals to the new Joint Strategic Goal Framework is depicted below on the right, with a crosswalk from the strategic goals of the previous strategic plan.
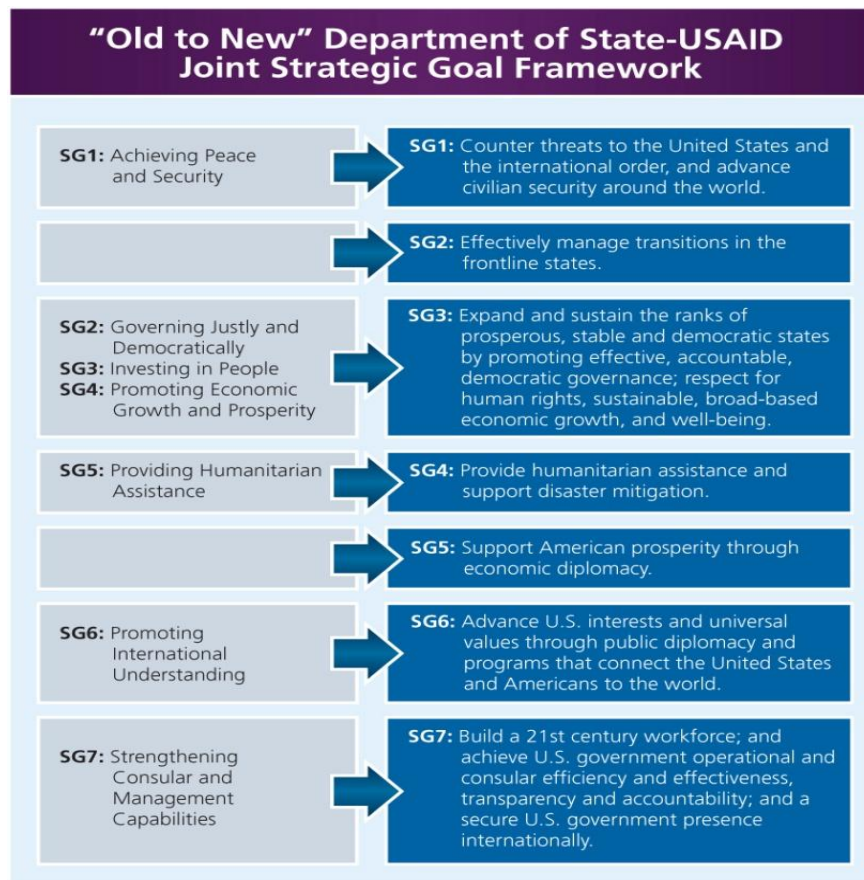
Our Approach to Performance Management

Foreign Assistance performance indicators are a mix of annual measures directly attributable to U.S. activities and longer-term contextual measures that reflect the combined investments of donors, multilateral organizations, nongovernmental organizations, and host governments.   While a number of factors contribute to the overall success of foreign assistance programs, analysis and use of performance data is a critical component of managing for results.

In the fall of 2010, USAID and State undertook a study of the multiple planning and reporting processes related to foreign assistance, known as the Foreign Assistance Streamlining Project.   The effort focused on

improving the efficiency and effectiveness of these processes. Based on the findings of the study, a recommendation was made to review the existing suite of foreign assistance indicators with the goal of improving the quality and usability of performance data collected.

To address these recommendations, USAID and State established the Foreign Assistance Indicator Reengineering Process Team in February 2011, which aimed to:

- Improve the quality of foreign assistance indicators, with an emphasis on identifying strong outcome indicators;
- Increase the utility of data collected for decisions about program planning and implementation;
- Reduce the overall suite of Foreign Assistance indicators to those that present the best, most effective description of foreign assistance progress when reported to Congress and the public;
- Establish a formal review process to update, remove, and/or add foreign assistance indicators over time.

During the summer of 2011, the Indicator Reengineering Process Team worked with eleven Subject Matter Expert Review Groups to review existing indicators, develop new indicators if necessary, and archive those that were no longer deemed the best representation of Foreign Assistance achievements. The reengineered suite of Foreign Assistance indicators includes approximately 450 indicators covering all Program Areas of the Foreign Assistance Standardized Program Structure and several cross-cutting issues, including Gender Equality/Women's Empowerment, and Capacity Building. The revised list of standard indicators was shared with external stakeholders as well as Washington bureaus and missions for use in FY 2011 annual performance reporting.

To fulfill performance accountability requirements of the GPRA Modernization Act of 2010, a sub-set of Foreign Assistance indicators are used to represent performance in the APR/APP. Because of the reengineering effort, there have been changes to the set of indicators appearing in the APR/APP. Some indicators will be permanently archived after this year, so this is the last year they will appear in the APR/APP. Other, new indicators have taken the place of eliminated indicators, and will have targets set for the first time in the FY 2013 APP.

Foreign Assistance Evaluations and Aid Effectiveness

Program evaluation is an essential component to effectively implementing diplomatic and development programs and initiatives. Evaluations allow project managers to better understand their programs and give policy makers a tool to assess the performance of a particular program or sector.

USAID and State have partnered to develop and implement new evaluation policies, guidelines and procedures to support both agencies' evaluation and performance management strategies. Under the aegis of the QDDR, the two agencies are collaborating on activities to promote and sustain evaluation as a management tool.

In October 2010, the Department of State approved a new program evaluation policy, supporting the Office of Management and Budget (OMB)'s government-wide initiative to strengthen Federal agencies' capacities to evaluate their programs. This policy is an important milestone in improving agency evaluation capacity at the Department of State and more effectively incorporating evaluation as an agency management practice. The policy supports OMB efforts to work with agencies on the development of evaluation plans and to incorporate program evaluation as a core element of program management. As part of efforts to implement key QDDR recommendations, the Department is currently revising its evaluation policy to strengthen the connection of evaluations to agency strategic planning, performance management and

budget formulation processes.   The revised policy incorporates best practices and international standards in evaluation and criteria to facilitate the evaluation of programs, projects, activities and other efforts implemented with State Operations and Foreign Assistance funding.

Strengthening monitoring and evaluation is one of the seven key reforms cited in *USAID Forward*, a comprehensive agenda to transform the Agency into a modern development enterprise.   Several important steps were taken in FY 2011 in pursuit of this aspect of the reform agenda.   The USAID Policy Framework 2011-2015 was released in September 2011.   It lists "measure and evaluate impact" as one of seven core operating principles.   In January 2011, USAID released its new evaluation policy.   As part of USAID Forward, the policy lays out how USAID will generate the robust evaluation findings needed to make sound decisions and to assure the greatest value for U.S. taxpayers. The implementation of this policy represents a major opportunity for the Agency to demonstrate technical capacity and leadership. More information on the USAID Evaluation Policy is available at:
http://www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf.

International Aid Effectiveness

The Paris Declaration on Aid Effectiveness, endorsed in 2005, is a landmark international understanding and program of reform.   It represents a milestone in several decades of work to make aid more effective. The Declaration was promulgated at a High Level Forum in Paris, re-endorsed and strengthened at a second forum in Accra in 2008, and was evaluated and discussed at a Fourth High Level Forum in Busan, South Korea in December 2011.   The Busan Forum was attended by over 150 countries and adopted the Busan Outcome Statement.

In the lead-up to Busan, many Paris Declaration signatory countries, including the United States, have prepared evaluations of their progress toward implementing the Paris Declaration principles.   The USG assessment was included in the compilation of a recently published international evaluation.   This comprehensive, four-year independent evaluation of the Paris Declaration assesses the aid effectiveness progress made by 150 countries and international agencies.   The report also includes thematic studies on subjects such as untied aid and assistance in fragile situations.   The report finds that the effort to make aid programs more effective is generally showing results, although improvements are slow and uneven in many developing countries and among donor countries and aid agencies.   A section of this report, Evaluation of the Implementation of the Paris Declaration: USG Synthesis is available at
http://pdf.usaid.gov/pdf_docs/PDACQ942.pdf.

In addition, the United States has promulgated a set of USG aid effectiveness principles in the QDDR report.   These U.S. principles are being widely used to guide the development and implementation of U.S. foreign assistance efforts in the USAID and State.

State-USAID Agency Priority Goals

Under the leadership of Secretary Clinton, the Department of State and USAID have developed a new strategic approach to accomplishing their shared mission, focusing on robust diplomacy and development as central components to solving global problems.   Per the GPRA Modernization Act of 2010, the Department and USAID have developed eight outcome-focused agency priority goals (APGs) that reflect the Secretary's and USAID Administrator's highest priorities.   These near-term goals advance the Joint Strategic Goals, reflect Department and USAID strategic and budget priorities and will continue to be of particular focus for the two agencies through FY 2013.

The APGs are the next iteration of the federal High Priority Performance Goal (HPPG) effort, for which the Department and USAID had also identified eight joint 2010-2011 goals. The table below shows the relationship of each APG and the new joint Department of State-USAID Strategic Goal Framework. Currently, there are no APGs reflected for Strategic Goals 1, 4 and 6. A more comprehensive table is featured in both State Operations and Foreign Assistance volumes of the CBJ. Complete information for each APG has been provided, per OMB Memorandum M-11-31.

Per the GPRA Modernization Act, 31 U.S.C. 1115(b)(10), requirement to address Federal Priority Goals in the agency Strategic Plan and Annual Performance Plan, please refer to Performance.gov for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

Table 1: Agency Priority Goals (APGs), FY 2012-FY 2013

Agency Priority Goal (APG)	Goals
Strategic Goal 2:	**Effectively manage transitions in the frontline states.**
Afghanistan	**Goal:** With mutual accountability, the United States and the international community will continue to increase on-budget assistance to help improve the Government of the Islamic Republic of Afghanistan's (GIRoA) capacity to meet its goals and maintain stability. Bonn Conference commitments call on GIRoA to transition to a sustainable economy, namely improve revenue collection, increase the pace of economic reform, and instill a greater sense of accountability and transparency in all government operations. Strengthen Afghanistan's ability to maintain stability and development gains through transition. By September 30, 2013, U.S. Government assistance delivered will help the Afghan government increase domestic revenue level from sources such as customs and electrical tariffs from 10% to 12% of GDP.
	Goal Leaders: State: Frank Ruggiero (SRAP/Afghanistan) USAID: Alex Thier (Assistant to the Administrator/Director, OAPA)
	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Afghanistan: • The Economic Growth and Governance Initiative (EGGI) • Afghanistan Reconstruction Trust Fund (ARTF) • Afghanistan Civil Service Support • The Expanded Border Security and Related Programs Initiative • Counternarcotics Justice and Anti-Corruption Project **The Department of State and USAID are collaborating with the following external agencies to provide economic and technical assistance:** • Department of the Treasury • Department of Agriculture • Department of Commerce • Federal Aviation Administration
Strategic Goal 3:	**Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.**
Democracy, Good Governance, and Human Rights	**Goal:** Advance progress toward sustained and consolidated democratic transitions in Egypt, Jordan, Lebanon, Morocco, Tunisia, Libya, Bahrain, Yemen, Iran, Syria, and West Bank/Gaza. By September 30, 2013, support continued progress toward or lay the foundations for transitions to accountable electoral democracies in 11 countries in the Middle East and North Africa (MENA) that respect civil and political liberties and human rights.
	Goal Leaders: State: Mike Posner (Assistant Secretary, DRL) USAID: Sarah Mendelson (Deputy Assistant Administrator, DCHA)
	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Democracy:

	• Middle East Partnership Initiative (MEPI) • Democracy, Human Rights, and Governance **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Democracy:** • The National Security Council • The Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP) • DOJ's Office of Overseas Prosecutorial Development Assistance and Training (OPDAT) • The Department of Defense • The Department of Labor and the United States Trade Representative • The Millennium Challenge Corporation (MCC)
Climate Change	**Goal:** Advance low emissions climate resilient development. Lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national emissions trajectories through 2020 and the longer term. By the end of 2013, U.S. assistance to support the development and implementation of Low Emission Development Strategies (LEDS) will reach 20 countries (from a baseline of 0 in 2010). This assistance will be strategically targeted and will result in strengthened capacity for and measureable progress on developing and implementing LEDS by the end of the following year.
	Goal Leaders: State: Todd Stern (Special Envoy for Climate Change) USAID: Kit Batten (Special Advisor, EGAT)
	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Climate Change: • Forest Carbon, Markets & Communities (FCMC) • Low Emission Asian Development (LEAD) • Analysis and Investment for Low Emission Growth (AILEG) • Mobilizing Private Sector Finance for Low Emission Development • Capacity building for GHG inventories • Technical support for global climate change, clean energy and low emission development **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Climate Change:** • Department of Energy • Environmental Protection Agency • U.S. Department of Agriculture • U.S. Forest Service
Food Security	**Goal:** Increase Food Security in Feed the Future Initiative Countries in order to reduce prevalence of poverty and malnutrition. By the end of the FY 2013, agricultural profitability will improve, on average, by 15% among FTF beneficiary farmers, and one million children under age 2 will experience improved nutrition due to increased access to and utilization of nutritious foods (prevalence of receiving a minimum acceptable diet).
	Goal Leader: USAID: Dr. Rajiv Shah (USAID Administrator)
	USAID is undertaking the following internal programs to achieve the APG for Food Security: • President's Global Hunger and Food Security Initiative (Feed the Future (FTF) • Food for Peace (FFP) **USAID is collaborating with the following external agencies to achieve the APG for Food Security:** • Department of the Treasury • Department of Agriculture • Millennium Challenge Corporation • Peace Corps • Office of the U.S. Trade Representative

Global Health	**Goal:** By September 30, 2013, the Global Health Initiative (GHI) will support the creation of an AIDS-free generation, save the lives of mothers and children, and protect communities from infectious diseases by: a) decreasing incident HIV infections in the President's Emergency Plan for AIDS Relief (PEPFAR)-supported Sub-Saharan African countries by more than 20%[1]; b) reducing the all-cause mortality rate for children under five by 4.8 deaths/1,000 live births in USAID priority countries[2]; c) increasing the percent of births attended by a skilled doctor, nurse, or midwife by 2.1 % in USAID priority countries;[3] and d) increasing the number of people no longer at risk for lymphatic filariasis (in the target population) from 7.7 million to 63.7 million in USAID-assisted countries[4].
	Goal Leaders: State: Eric Goosby (S/GAC) USAID: Ariel Pablos-Mendez (GH/AA)
	The Department of State and USAID are undertaking the following five programs to achieve the APG for Global Health: • HIV/AIDS • Maternal Health and Child Health • Family Planning and Reproductive Health • Malaria • Other Public Health Threats
Strategic Goal 5:	**Support American prosperity through economic diplomacy.**
Economic Statecraft	**Goal:** Through our more than 200 diplomatic missions overseas, the Department of State will promote U.S. exports in order to help create opportunities for U.S. businesses. By September 30, 2013, our diplomatic missions overseas will increase the number of market-oriented economic and commercial policy activities and accomplishments by 15 percent.
	Goal Leader: State: Robert Hormats (Under Secretary, EEB)
	The Bureau of Economic, Energy, and Business Affairs (EEB) is undertaking the following internal programs to achieve the APG for Economic Statecraft: • Trade • Investment • Business promotion • Entrepreneurship programs • Business outreach **EEB is collaborating with the following external agencies to achieve the APG for Economic Statecraft:** • Department of Commerce • Department of the Treasury • Department of Transportation • USAID • World Trade Organization • Organization for Economic Co-operation and Development
Strategic Goal 7:	**Build a 21st Century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure US government presence internationally.**
Management	**Goal:** Strengthen diplomacy and development by leading through civilian power. By September

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[1]PEPFAR-supported countries in Sub-Saharan African are: Angola, Botswana, Burundi, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

[2]USAID priority countries for Maternal and Child Health (MCH) programs are: Afghanistan, Bangladesh, Benin, Cambodia, the Democratic Republic of the Congo, Ethiopia, Ghana, Guatemala, Haiti, India UP, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, Tanzania, Uganda, Yemen, and Zambia. Although Southern Sudan is an MCH priority country, there is no data for Southern Sudan.

[3]USAID priority countries for MCH programs are referenced in the above footnote.

[4]Countries receiving USAID assistance for Neglected Tropical Diseases (NTDs) include: Burkina Faso, Ghana, Mali, Niger, Uganda, Sierra Leone, Haiti, Nepal, Cameroon, Togo, Tanzania, Indonesia, Guinea, Bangladesh, Philippines, Vietnam and South Sudan.

	30, 2013, the State Department and USAID will reduce vacancies in high priority positions overseas to 0% and 10 % respectively and will reduce instances of employees not meeting language requirements to 24% and 10% respectively
	Goal Leaders: <u>State</u>: Steve A. Browning (Acting Director General of the Foreign Service) <u>USAID</u>: Sean Carroll (Chief Operating Officer
	The Department State and USAID are undertaking the following internal programs to achieve the APG for Management: • Service Recognition Packages for people assigned to Afghanistan, Iraq and Pakistan • Linked assignments for Afghanistan, Iraq and Pakistan • Civil Service Limited Non-Career Appointments (LNAs) for hard-to-fill positions in Afghanistan, Iraq and Pakistan • Consular Affairs LNA Program for China and Brazil • FSI Language Training **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Management:** • U.S. military • National security partners
Procurement Management/Local Development Partners	**Goal:** Strengthen local civil society and private sector capacity to improve aid effectiveness and sustainability, by working closely with our implementing partners on capacity building and local grant and contract allocations. By September 30, 2013, USAID will expand local development partners from 746 to 1200.
	Goal Leader: <u>USAID</u>: Lisa Gomer (General Counsel)
	USAID is undertaking the following internal programs to achieve the APG for Procurement: • Implementation and Procurement Reform Initiative

State-USAID High Priority Performance Goals (HPPGs)

For the fiscal years 2010-2011, the Department of State and USAID selected eight outcome-focused high priority performance goals (HPPGs) that reflected the Secretary's and USAID Administrator's highest priorities under the previous Joint Strategic Framework.   In the table below, key results are highlighted to demonstrate the progress achieved on each HPPG. The HPPGs have been closed out and archived on Performance.gov in order to launch the new set of Agency Priority Goals.   A comprehensive list of results for HPPGs is available at http://goals.performance.gov/agency/dosusaid.

Table 2:   High Priority Performance Goals (HPPGs), FY 2010-FY 2011-Results

Strategic Goal 1: Achieving Peace and Security	
HPPG: Afghanistan and Pakistan	See Stabilization Strategy, Feb 2010 http://www.state.gov/documents/organization/135728.pdf[2].
HPPG: Iraq	A Sovereign, Stable, and Self-Reliant Iraq[2].
HPPG: Global Security—Nuclear Nonproliferation	Improve global controls to prevent the spread of nuclear weapons and enable the secure, peaceful use of nuclear energy.
Results	- Within a few months of the 2010 Nuclear Security Summit, 11 countries fulfilled 12 pledges to prevent terrorists, criminals, and proliferators from acquiring nuclear materials. Twenty-one states made 41 longer-range pledges; as of the end of 2011, 26 have been fulfilled, four more are very close to being fulfilled, and four more are on track to being fulfilled, as anticipated, in 2012 or 2013. - Four additional countries have become full participants in the new international framework for civil nuclear cooperation.
Strategic Goal 2: Governing Justly and Democratically	
HPPG: Democracy, Good Governance, & Human Rights	To promote greater adherence to universal standards of human rights, strengthen democratic institutions, and facilitate accountable governance through diplomacy and assistance, by supporting activists in 14 authoritarian and closed societies and by providing training assistance to 120,000 civil society and government officials in 23 priority emerging and consolidating democracies between October 1, 2009 and September 30, 2011.
Results	- The Department has provided training to more than 5,100 civil society activists on digital safety techniques, more than a two-fold increase from the original projected target. - Since October 2009, Department of State, USAID, and their partners trained 525,639 government officials, law professionals, NGO affiliates, journalists, and election observers, which is significantly more than the original target of 100,795. Final counts will not be available until January 2012.
Strategic Goal 3: Investing in People	
HPPG: Global Health	By 2011, countries receiving health assistance will better address priority health needs of women and children, with progress measured by USG and UNICEF-collected data and indicators. Longer term, by 2015, the Global Health Initiative aims to reduce mortality of mothers and children under five, saving millions of lives, avert millions of unintended pregnancies, prevent millions of new HIV infections, and eliminate some neglected tropical diseases.
Results	- During FY2010-FY2011, targets for the procurement of malaria rapid diagnostic test kits were exceeded in five out of eight quarters. - The HIV/AIDS component of the FY2010-FY2011 High Priority Performance Goal for Global Health focused on the prevention of mother-to-child transmission. With results reported semi-annually, targets for FY2010 Q2, and FY2010 Q4 were exceeded.

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[2] The results for AF/PAK/Iraq are not included due to the sensitive nature of the information.

Strategic Goal 4: Promoting Economic Growth and Prosperity	
HPPG: Climate Change	By June 30, 2012, U.S. assistance will have supported the establishment of at least 12 work programs to support the development of Low Emission Development Strategies (LEDS), with this support expanding to 20 countries in 2013. By the end of fiscal year 2014, U.S. assistance will result in strengthened capacity and measurable progress on LEDS, laying the groundwork for climate resilient development and meaningful reductions in national emissions trajectories through 2020 and longer term.
Results	• By the end of FY 2011, the U.S. Government was partnering with eight countries, and three others had expressed interest in partnering. Interagency teams conducted scoping assessments for Low Emission Development Strategies (LEDS) in six partner countries, with additional assessments planned in early FY 2012. • The U.S. Government signed formal Enhancing Capacity for Low Emission Development Strategies cooperation agreements with the governments of Costa Rica and Bangladesh, meeting a key Priority Goal benchmark for FY 2011.
HPPG: Food Security	By the end of FY 2011, up to five countries will demonstrate the necessary political commitment and implementation capacities to effectively launch implementation of comprehensive food security plans that will track progress towards the country's Millennium Development Goal (MDG1) to halve poverty and hunger by 2015.
Results	• The inter-agency reviewed and approved 21 country and regional Feed The Future (FTF) multi-year strategies which exceeded the planned target of 16 strategies. • More than half of FTF focus countries have undertaken household livelihood surveys within their target areas to track income and nutritional change as a direct and indirect result of FTF investments.
Strategic Goal 7: Strengthening Consular and Management Capabilities	
HPPG: Management—Building Civilian Capacity	Strengthen the civilian capacity of the State Department and USAID to conduct diplomacy and development activities in support of the Nation's foreign policy goals by strategic management of personnel, effective skills training, and targeted hiring.
Results	• Quarter 4 (Q4), the State Department reached 100% of its hiring goal and increased the fill rate for Language Designated Positions (LDP). • USAID met its Q4 target of 100% progress toward annual Foreign Service hiring goals and reduced overseas vacancy rates to 16%.

Presidential Initiatives

President Obama announced a series of major initiatives designed to address several long-term global challenges, including hunger, poverty, disease, and climate change.

Feed the Future

Feed the Future (FTF) is the President's Global Hunger and Food Security Initiative through which the United States works with host governments, development partners, and other stakeholders to address the root causes of global poverty and hunger in a sustainable manner.   In priority countries, FTF will accelerate progress towards the first Millennium Development Goal (MDG-1) of reducing the number of people living in extreme poverty and suffering from hunger and under-nutrition.   At the G-8 Summit in L'Aquila, Italy, in July 2009, President Obama and his counterparts committed to a common approach to achieving global food security goals.   The principles of this approach, known as the Rome Principles, are the guiding principles for Feed the Future:

- Invest in country-owned plans;
- Strengthen strategic coordination;
- Ensure a comprehensive approach;
- Leverage the benefits of multilateral institutions; and
- Deliver on sustained and accountable commitments.

The Office of the Director of U.S. Foreign Assistance tracks FTF indicators through its annual Performance Plan and Report (PPR).   Additionally, the APR has an FTF indicator in the Program Area Agriculture. For more information on the Initiative, see the FTF Guide: http://www.feedthefuture.gov/resource/feed-future-guide.

Global Health Initiative

The Global Health Initiative (GHI) is a business model that builds on the United States' successful record in global health, and takes those remarkable achievements to the next level by further accelerating progress and investing in sustainable health delivery systems for the future. Achieving major improvements in health outcomes is the paramount objective of the Initiative.   This is being accomplished by focusing resources to help partner countries improve health outcomes through strengthened health systems—with a particular focus on bolstering the health of women, newborns, and children by combating infectious diseases and providing quality health services.   GHI aims to maximize the sustainable health impact the United States achieves for every dollar invested.

The principles underlying the foundation of GHI are:

- Implementing a woman- and girl-centered approach;
- Increasing impact through strategic coordination and integration;
- Strengthening and leveraging key multilateral organizations, global health partnerships, and private sector engagement;
- Encouraging country ownership and investing in country-led plans;
- Building sustainability through health systems strengthening;
- Improving metrics, monitoring, and evaluation; and
- Promoting research and innovation.

Although GHI will be implemented everywhere U.S. global health dollars are at work, an intensified effort will be launched in a subset of up to 20 "GHI Plus" countries that provide significant opportunities for impact, evaluation, and partnership with governments.   Eight GHI Plus countries have already been designated: Bangladesh, Ethiopia, Guatemala, Kenya, Mali, Malawi, Nepal, and Rwanda.   U.S. programs in these countries will receive additional technical and management resources. GHI Plus countries will provide opportunities for the United States to learn how to build upon and strengthen existing country-owned delivery platforms, as well as how to use various programmatic inputs to deliver results in collaboration with U.S. Government partners.   Robust research and monitoring and evaluation efforts will be central to the generation of this knowledge.

For more information on the Initiative, please see the Fact Sheet: The U.S. Government's Global Health Initiative: http://www.ghi.gov/newsroom/factsheets/2011/161412.htm.

Global Climate Change

Through the Global Climate Change Initiative (GCC) and other climate-related U.S. Government programs, the United States will integrate climate change considerations into relevant foreign assistance through the full range of bilateral, multilateral, and private mechanisms to foster low-carbon growth, promote sustainable and resilient societies, and reduce emissions from deforestation and land degradation. Funding for GCC core activities will advance global development and U.S. interests, meet the threat of global climate change, leverage global action and resources through U.S. leadership in clean energy technology, and support the American economy through clean technology exports. The Administration is working to make U.S. climate financing efficient, effective, and innovative; based on country-owned plans; and focused on achieving measurable results.

Addressing climate change means helping countries both to mitigate greenhouse gas emissions and to adapt to anticipated climate changes. This is essential because developing countries play an increasingly greater role in addressing climate change. The International Energy Agency estimates that more than 90 percent of carbon dioxide emissions growth from now until 2030 will come from the developing world. Additionally, global climate change presents serious structural risks for developing countries due to its broad impact on all sectors of an economy. In particular, the poorest countries with limited institutional capacity or resilience face the most difficult challenges.

The Department of State and USAID's GCC funding is divided into three pillars that address these challenges:

- Adaptation: Enhancing the prospects for sustainable economic growth in vulnerable societies and communities, protecting national and global security by helping mitigate climate change's destabilizing impacts, and climate-proofing other development activities to secure U.S. investments against future effects of climate change
  http://www.usaid.gov/our_work/environment/climate/policies_prog/adaptation.html

- Clean Energy: Driving economic growth at home by promoting American clean technology exports and abroad, improving reliable and renewable access to energy, promoting the security of global energy supply and energy price stability, reducing emissions in emerging markets to minimize risks of climate change, and improving air quality in developing countries to save potentially millions of lives.
  http://www.usaid.gov/our_work/environment/climate/policies_prog/clean_energy.html.

- Sustainable Landscapes: Supporting the United Nations program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD+) process of reducing emissions from forests and land use, increasing efforts to slow or halt deforestation, and preserving vital ecosystems with some of the world's largest repositories of biodiversity
  http://www.usaid.gov/our_work/environment/climate/policies_prog/sustainable_landscapes.html.

For more information on the initiative, please visit the White House Fact Sheet: U.S. Global Development Policy–Global Climate Change Initiative:
http://www.whitehouse.gov/sites/default/files/Climate_Fact'sheet.pdf.

Overview of FY 2011 Foreign Assistance Budget and Performance Results

The Department of State and USAID budgeted over $31 billion in FY 2011 to achieve U.S. foreign assistance goals.   Table 3 depicts how foreign assistance dollars are spread among the Program Areas.

Table 3:   Foreign Assistance by Fiscal Year and Program Area

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**31,596,032**	**33,917,586**	**33,749,120**
Counter-Terrorism	520,843	517,866	447,933
Combating Weapons of Mass Destruction (WMD)	343,310	328,134	313,033
Stabilization Operations and Security Sector Reform	6,582,534	8,457,214	8,652,872
Counter-Narcotics	779,100	683,000	675,266
Transnational Crime	90,397	85,591	73,318
Conflict Mitigation and Reconciliation	452,400	526,962	518,611
Rule of Law and Human Rights	758,403	945,642	1,106,138
Good Governance	973,639	906,688	1,002,278
Political Competition and Consensus-Building	231,285	233,658	236,841
Civil Society	553,571	504,508	493,811
Health	8,633,363	9,073,544	8,575,805
Education	916,274	1,105,782	747,968
Social and Economic Services and Protection for Vulnerable Populations	418,128	380,959	284,708
Macroeconomic Foundation for Growth	418,823	342,690	421,330
Trade and Investment	185,164	184,417	211,382
Financial Sector	92,656	80,566	60,501
Infrastructure	1,258,017	930,975	1,025,620
Agriculture	1,389,113	1,400,769	1,467,067
Private Sector Competitiveness	506,759	506,462	531,229
Economic Opportunity	158,824	193,736	189,724
Environment	827,117	766,615	675,874
Protection, Assistance and Solutions	3,617,098	3,894,209	3,645,084
Disaster Readiness	142,811	150,041	111,683
Migration Management	43,988	47,199	33,445
Program Support	**1,702,415**	**1,670,359**	**2,247,599**
Program Design and Learning	165,695	134,059	706,834
Administration and Oversight	1,536,720	1,536,300	1,540,765

Chart 1 depicts a summary of the FY 2011 performance ratings for indicators presented in the APR.

Chart 1: Summary of Performance Ratings Fiscal Year 2011 [1, 2]
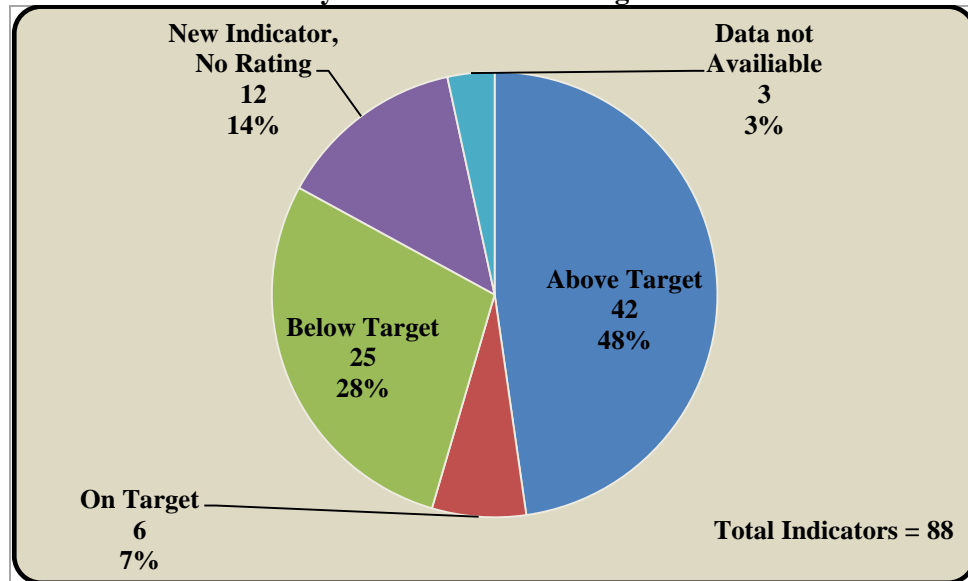
[1]Performance ratings are calculated from performance data provided at the time of publication. Ratings are not available for indicators that are new or for which current year data are not yet available.
[2]Percentages rounded to the nearest whole number.

Table 4 provides a multiyear overview of performance data for all of the indicators presented in this report—four years of past performance results; a target, result, and performance rating for FY 2011; and projected performance targets for two out-years.

Table 4:   Summary of APR/APP Foreign Assistance Performance Indicator Results

Strategic Goal One: Counter threats to the United States and the international order, and advance civilian security around the world								
Performance Indicator	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating[1]	FY 2012 Target	FY 2013 Target
Number of students trained in anti-terrorism topics and skills through the Anti-Terrorism Assistance (ATA) program	1,925	4,908	4,700	10,591	9087	8504	Below Target	7799	7057
Aggregate bilateral country Rating Assessment Tool score demonstrating the status of an effective and institutionalized export control system that meets international standards across all program countries	N/A	N/A	4	4	4	4	On Target	4	4
Number of Activities carried out to Improve Pathogen Security, Laboratory Biosafety, and Biosecurity	60	89	157	165	168	175	Above Target	180	168

	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
Number of US trained personnel at national leadership levels	958	1,264	1,549	1,421	1,555	782	Below Target	N/A	N/A
Hectares of Drug Crops Eradicated in USG-Assisted Areas	177,452	379,702	285,409	230,478	222,362	226,934	On Target	N/A	N/A
Hectares of Alternative Crops Targeted by USG Programs Under Cultivation	111,392	286,107	201,989	275,797	106,936	112,632	Above Target	N/A	N/A
Kilos of Illicit Narcotics Seized by Host Governments in USG-Assisted Areas	2,113,097	727,322	2,009,794	1,774,132	1,033,558	1,045,580	Above Target	N/A	N/A
The existence of Financial Intelligence Unit (FIU) in host country	106	108	116	120	125	127	Above Target	130	140
Country rating on level of commitment to address money laundering and financial crimes	106	108	116	120	125	127	Above Target	130	140
Number of People Prosecuted for Trafficking in Persons	5,808	5,682	5,212	5,606	5,745	6,017	Above Target	6,198	6,318
Number of People Convicted for Trafficking in Persons	3,150	3,427	2,983	4,166	3,288	3,619	Above Target	3,728	3,800
Number of People Trained in Conflict Mitigation/Resolution Skills with USG Assistance	21,524	16,930	92,601	65,932	96,867	52,935	Below Target	N/A	N/A
Number of new groups or initiatives created through USG funding with a mission related to resolving the conflict or the drivers of the conflict	N/A	N/A	N/A	N/A	N/A	440	Data not available	913	577

Strategic Goal Three: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being

Performance Indicator	FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
Number of Individuals/Groups Who Received Legal Aid or Victim's Assistance with USG Support	N/A	19,046	10,192	18,348	14,400	18,030	Above Target	N/A	N/A
Number of Justice Sector Personnel that Received USG Training	111,034	61,696	68,392	53,426	49,114	52,140	Above Target	N/A	N/A
Number of USG-assisted courts with improved case management systems	352	567	337	573	624	742	Above Target	694	196
Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support	3,485	3,988	3,484	4,679	810	4,662	Below Target	1,362	1,097

Number of Human Rights defenders Trained and supported	N/A	N/A	N/A	N/A	3,405	3,345	Below Target	3,405	2,570
Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance	10,539	15,144	3,949	3,971	1,417	317	Below Target	392	48
Number of training days provided to executive branch personnel with USG assistance	N/A	N/A	N/A	N/A	N/A	315	Data not available	666	595
Number of Domestic Election Observers Trained with USG Assistance	61,533	170,307	39,866	653,722	57,132	51,279	Below Target	N/A	N/A
Number of individuals receiving voter and civic education through USG-assisted programs	N/A	N/A	N/A	N/A	29,480,135	19,108,679	Below Target	29,480,135	12,380,635
Number of USG-Assisted Political Parties Implementing Programs to Increase the Number of Candidates and Members Who Are Women, Youth, and from Marginalized Groups	127	249	217	116	118	88	Below Target	108	68
Number of Active Labor Union or Labor-Related Programs/Projects	N/A	N/A	N/A	48	53	33	Below Target	N/A	N/A
Number of Positive Modifications to Enabling Legislation/Regulation for Civil Society Accomplished with USG Assistance	75	80	69	56	49	35	Below Target	N/A	N/A
Number of Civil Society Organizations receiving USG Assistance engaged in advocacy interventions	1,049	1,753	1,772	2,629	1,822	4,362	Above Target	4,017	2,962
USAID NGO Sustainability Index-Europe	3.8	3.8	3.7	3.7	37.0%	20.0%	Below Target	20.0%	1.0%
USAID NGO Sustainability Index-Eurasia	4.6	4.6	4.6	4.6	20.0%	4.0%	Below Target	2.0%	1.0%
Number of Non-state News Outlets Assisted by USG	2,142	1,488	1,761	1,769	1,624	1,507	Below Target	1,865	1,545
Freedom House Freedom of the Press Score	N/A	N/A	N/A	N/A	50.0%	52.0%	Above Target	50.0%	50.0%
Number of Women Trained through DRL Civil Society/Women's Programs	N/A	N/A	N/A	600	700	2060	Above Target	N/A	N/A
Number of adults and children with advanced HIV infection receiving	N/A	N/A	N/A	N/A	3.8M	3.9M	Above Target	5.0M	6.0M

antiretroviral therapy (ART)									
Number of eligible adults and children provided with a minimum of one care service	N/A	N/A	N/A	N/A	13.8M	12.9M	Below Target	15.1M	16.5M
Number of People Receiving HIV/AIDS Treatment	1.3M	2.0M	2.5M	3.2M	3.8M	3.9M	Above Target	>4.0M	>4.0M
Estimated Number of HIV Infections Prevented	N/A	N/A	N/A	N/A	TBD	N/A	Data not available	TBD	TBD
Number of People Receiving HIV/AIDS Care and Support Services	6.6M	9.7M	11.0M	11.4M	13.8M	12.9M	Below Target	15.1M	16.5M
Percent of registered new smear positive pulmonary TB cases that were cured and completed treatment under DOTS nationally (Treatment Success Rate)	N/A	N/A	N/A	N/A	N/A	86%	Data not available	86%	87%
Average Tuberculosis Treatment Success Rate (TSR) in Priority Countries	N/A	80%	82%	84%	85%	86%	Above Target	N/A	N/A
Case notification rate in new sputum smear positive pulmonary TB cases per 100,000 population nationally	N/A	N/A	N/A	N/A	N/A	115/100,000	Data not available	117/100,000	119/100,000
Average Tuberculosis Case Detection Rate (CDR) in Priority Countries	N/A	55%	58%	63%	65%	N/A	Data not available	67%	N/A
Number of people protected against Malaria with a prevention measure (Insecticide Treated Nets or Indoor Residual Spraying)	22M	25M	30M	40M	46M	58M	Above Target	67M	75M
Number of Neglected Tropical Disease (NTD) treatments delivered through USG-funded programs	36.8M	58.0M	136.6M	162.0M	200.0M	145.9M	Below Target	250.0M	300.0M
Percent of births attended by a skilled doctor, nurse or midwife	39.7%	40.8%	41.8%	42.9%	50.9%	43.9%	Below Target	44.9%	46.0%
Percent of children who receive DPT3 vaccine by 12 months of age	59.6%	60.2%	61.0%	62.2%	62.3%	66.1%	Above Target	67.5%	68.8%
MCPR: Modern method Contraceptive Prevalence Rate	N/A	26.4%	27.3%	28.4%	29.6%	29.8%	Above Target	30.8%	32.8%
Average Percentage of Births Spaced 3 or More Years Apart	N/A	44.8%	45.6%	46.6%	47.8%	48.3%	Above Target	48.7%	49.1%
First birth under 18	N/A	23.8%	23.9%	24.4%	24.0%	24.0%	On Target	N/A	N/A

Number of People in Target Areas With First-Time Access to Improved Drinking Water Supply as a Result of USG Assistance	4,988,616	4,633,566	7,751,265	2,844,484	5,369,572	2,608,929	Below Target	N/A	N/A
Percent of households using an improved drinking water source	N/A	N/A	N/A	N/A	N/A	N/A	Data not available	29.0%	31.0%
Percent of households using an improved sanitation facility	N/A	N/A	N/A	N/A	N/A	N/A	Data not available	14.0%	18.0%
Prevalence of anemia among women of reproductive age	N/A	N/A	46.0%	N/A	45.9%	42.2%	Below Target	41.2%	40.7%
Prevalence of underweight children under five years of age	N/A	N/A	26.9%	N/A	26.5%	25.4%	Above Target	24.9%	24.7%
Primary Net Enrollment Rate	76.8%	78.6%	78.9%	85.2%	81.0%	81.8%	Above Target	83.0%	83.5%
Number of Vulnerable People Benefiting from USG-Supported Social Services	816,258	3,136,838	2,988,115	2,040,131	2,307,106	3,141,197	Above Target	2,994,046	3,025,987
Number of People Benefitting from USG-Supported Social Assistance Programming	1,081,670	3,535,001	3,485,079	4,148,088	3,018,778	3,064,461	Above Target	2,787,848	1,836,760
Three-Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product (GDP)	78.3%	72.2%	72.2%	66.7%	72.2%	N/A	Data not available	66.7%	72.2%
Inflation Rate, consumer prices, annual	62.1%	51.7%	0.0%	86.7%	50.0%	53.1%	Above Target	60.0%	65.0%
Tax administration and compliance improved (% increase in tax collections) as a result of USG assistance.	N/A	N/A	N/A	N/A	15.0%	N/A	Data not available	16.0%	17.0%
Time to export/import (days)	79 days	77 days	74 days	72 days	72 days	72 days	On Target	70 days	67 days
Number of documents required to export goods across borders decreased	9 docs	8 docs	8 docs	8 docs	N/A	7 docs	Data not available	6 docs	6 docs
Domestic credit to the private sector as a percent of GDP	N/A	80.5%	66.7%	73.7%	75%	64.9%	Below Target	75.0%	75.0%
Number of beneficiaries receiving improved infrastructure services due to USG assistance.	N/A	N/A	N/A	N/A	5,183,513	5,820,641	Above Target	6,367,313	5,243,906
Number of People with Increased Access to Modern Energy Services as a Result of USG Assistance	1,865,076	803,277	4,426,952	2,129,223	1,687,087	1,701,901	Above Target	N/A	N/A
Number of Internet Users	1.4B	1.6B	1.7B	1.9B	2.1B	2.4B	Above Target	2.7B	3.1B

Number of Mobile Subscribers	3.3B	4.0B	4.6B	5.0B	5.4B	5.9B	Above Target	6.2B	6.7B
Number of beneficiaries receiving improved transport services due to USG assistance	2,404,561	864,799	2,341,526	2,863,566	3,096,426	3,227,825	Above Target	2,121,874	257,418
Number of farmers or others who have applied new technologies or management practices as a result of USG assistance	N/A	96,069	659,384	1,506,187	3,627,836	5,271,629	Above Target	6,139,997	7,766,912
Number of Rural Households Benefiting Directly from USG Interventions	3,780,419	3,536,170	2,079,359	3,210,058	3,784,805	4,359,028	Above Target	8,120,992	10,847,642
Percent Change in Value of International Exports of Targeted Agricultural Commodities as a Result of USG Assistance	52.9%	28.3%	44.4%	28.2%	14.8%	16.0%	Above Target	N/A	N/A
Value of Incremental Sales (collected at farm-level) attributed to FTF implementation	N/A	N/A	N/A	927,778	65,577,818	86,789,146	Above Target	414,186,954	473,088,792
Global Competitiveness Index	N/A	N/A	41.2%	74.5%	70.0%	74.5%	Above Target	75.0%	80.0%
Commercial bank accounts per 1,000 adults	N/A	N/A	N/A	697	N/A	653	Data not available	675	680
Percent of USG-Assisted Microfinance Institutions that Have Reached Operational Sustainability	69%	74%	86%	75%	70%	71%	Above Target	N/A	N/A
Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO_2e, reduced or sequestered as a result of USG assistance	180M MT	142M MT	120M MT	120M MT	100M MT	200M MT	Above Target	100M MT	100M MT
Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance	121,637,252	129,580,863	104,557,205	92,700,352	103,100,000	101,800,000	Improved but target not met	103,500,000	106,800,000

Strategic Goal Four: Provide humanitarian assistance and support disaster mitigation									
Performance Indicator	**FY 2007 Results**	**FY 2008 Results**	**FY 2009 Results**	**FY 2010 Results**	**FY 2011 Target**	**FY 2011 Results**	**FY 2011 Rating**	**FY 2012 Target**	**FY 2013 Target**
Percentage of Refugees Admitted to the U.S. against the Regional Ceilings Established by Presidential Determination	97% of 50,000	86.0%	99.5%	98.0%	100	73	Below Target	100	100
Percentage of NGO or other international organization projects that include dedicated activities to prevent	N/A	27.5%	28.3%	30.0%	35.0%	38.0%	Above Target	35.0%	35.0%

and/or respond to gender-based violence									
Percentage of USG-funded NGO or other international organization projects that include activities or services designed to reduce specific risks or harm to vulnerable populations	N/A	N/A	N/A	N/A	80.0%	79.0%	Below Target	80.0%	80.0%
Percent of planned emergency food aid beneficiaries reached with USG assistance	86%	92.0%	93.0%	93.0%	93.0%	93.0%	On Target	93.0%	93.0%
Percentage of surveyed refugee camps in protracted situations where global acute malnutrition (GAM) does not exceed 10 percent	N/A	N/A	N/A	N/A	95%	98%	Above Target	70	73
Percent of USAID-Monitored Sites with Dispersed Populations (Internally Displaced Persons, Victims of Conflict) Worldwide with Less than 10% Global Acute Malnutrition (GAM) Rate	41%	39%	25%	40.5%	40%	59%	Above Target	40%	40%
Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity as a result of USG assistance (disaggregated by male/female, disabled/not, IDP/host)	N/A	N/A	N/A	N/A	45,760,000	49,250,102	Above Target	45,760,000	45,810,000
Percentage of OFDA-Funded NGO Projects that Mainstream Protection	N/A	N/A	26	32	37	37	On Target	N/A	N/A
Percentage of host country and regional teams and/or other stakeholder groups implementing risk-reducing practices/actions to improve resilience to natural disasters as a result of USG assistance within the previous 5 years	N/A	N/A	N/A	N/A	7.0%	5.0%	Below Target	7.0%	10.0%
Number of people trained in disaster preparedness as a result of USG assistance	17,256	224,519	10,004	18,030	9,055	12,396	Above Target	11,952	9,948

Number of hazard risk reduction plans, policies, strategies, systems, or curricula developed	N/A	N/A	N/A	86	41	45	Above Target	40	35

Cross-Cutting Indicators									
Performance Indicator	**FY 2007 Results**	**FY 2008 Results**	**FY 2009 Results**	**FY 2010 Results**	**FY 2011 Target**	**FY 2011 Results**	**FY 2011 Rating**	**FY 2012 Target**	**FY 2013 Target**
Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities.	N/A	N/A	N/A	N/A	N/A	N/A	Data not available	N/A	N/A
Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)	N/A	N/A	N/A	N/A	N/A	1,757,601	Data not available	2,115,759	2,412,899
Percent of Major UN organizations funded by the IO&P account that have overall accountability ratings of at least 3 out of 5 on the United Nations Transparency and Accountability Initiative Phase II (UNTAI II) annual assessment	N/A	N/A	N/A	N/A	N/A	69.8%	Data not available	72.9%	75.0%

[1]Data for some indicators were collected for the first time in FY 2011 and no target had been previously set; therefore, no performance rating is available.

STRATEGIC GOAL ONE

Counter threats to the United States and the international order, and advance civilian security around the world.

- **Prevent proliferation of nuclear and other weapons of mass destruction (WMD) and their delivery systems.** Preventing the spread or use of nuclear weapons and other weapons of mass destruction, reducing the number of nuclear weapons, and increasing the security of nuclear materials are top priorities for the Administration. Our efforts will stop nuclear proliferation by Iran, North Korea, and other countries; secure nuclear stockpiles, other WMD and nuclear materials; and prevent nuclear weapons and other WMD from falling into the hands of terrorists. We will continue to support and promote arms control and nonproliferation agreements that protect America and our allies. And we will strengthen the international nonproliferation regime, including implementation of key treaties and U.N. Security Council Resolutions.

- **Disrupt, dismantle, and defeat al-Qa'ida, its affiliates and other terrorist organizations and violent extremists.** Al-Qa'ida and its worldwide affiliates continue to threaten the United States and our allies. While we have reduced the size of its safe haven, the Afghanistan-Pakistan border areas remain the epicenter of al-Qa'ida's global network. To detect, disrupt, and dismantle these groups, we will continue to help partner nations build their capacity to combat terrorist organizations and deny terrorists the ability to conduct operational plotting or recruit, train, and position operatives, including in Europe and North Africa. We will work with partners to counter the drivers of violent extremism, and address financial, narcotics, and weapons-trafficking networks that support terrorist organizations.

- **Prevent and respond to crisis, conflict and instability.** Conflict and instability within states foments global insecurity, impedes halts and reverses development progress, and takes an immeasurable toll on human life and well-being. The United States will endeavor to support governments' abilities to meet their basic responsibilities to their own people and the international system. These basic responsibilities include effective control over their territories, the provision of security and welfare for their people, and protection of basic rights. Our conflict prevention efforts will support the emergence of effective, legitimate governments; expand the capacity and reach of such governments to provide for basic security and public goods; and strengthen civil society to hold governments accountable. Where governments cannot or will not fulfill these basic responsibilities, and/or where conflict has not been prevented, we will work bilaterally and/or through international cooperation mechanisms such as peacekeeping missions, sanctions regimes, and other measures as appropriate to respond with tailored interventions, policies and programs that lead to sustainable peace. The protection of women and children in conflict, and women's engagement in securing enduring peace, will be a special focus of our efforts.

- **Support security and justice sector reform.** We advance security through a variety of measures that improve the rule of law. We support local efforts to build effective and accountable security and justice institutions capable of maintaining law and order, providing a safe, secure environment for citizens, and administering justice. Our assistance will be comprehensive and integrated, to develop effective, sustainable and accountable military, internal security, judiciary, and corrections institutions, legal frameworks, and public administration, and the civil society necessary to ensure accountability. This will require an integrated approach that builds connections among police, prosecutors, courts, prisons, and oversight mechanisms; supports the development of militaries and police forces that respect human rights and civilian leadership; links security and justice initiatives to governance and development approaches; and fosters host-nation ownership.

In FY 2011, the United States committed approximately $8 billion in funding on Program Areas within Strategic Goal One, representing approximately 28 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to counter threats to the United States and the international order, and advance civilian security around the world. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal One, six indicators were above target, two were on target, and three were below target, with one indicator not having a rating because it was developed in FY 2011.

Program Area: Counterterrorism

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Counterterrorism	**520,843**	**517,866**	**447,933**

Terrorism is the greatest challenge to U.S. national security.   Combating it will continue to be the focus of development, diplomatic, and defense efforts as long as the proponents of violent extremist ideologies find safe havens and support in unstable and failing states.   The U.S. Government aims to expand foreign partnerships and to build global capabilities to prevent terrorists from acquiring or using resources for terrorism.

U.S. programming to combat terrorism is multifaceted and flexible to allow for the best response to the diversity of challenges faced.   The approaches used include strengthening law enforcement agencies in partner countries, and providing partner nations with the technology to identify and interdict suspected terrorists attempting to transit air, land, or sea ports of entry.   The United States 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 de-radicalize youth and support moderate leaders. Results for FY 2011 showed success in a number of these areas.

The United States is working to increase the capacity, skills, and abilities of host country governments, as well as to strengthen their commitment to work with the U.S. Government to combat terrorism.   One way the United States monitors the success of initiatives to increase capacity and commitment to counterterrorism efforts is by tracking the number of people trained to aid in them.   Training allies to thwart terrorism is a smart and efficient way to extend a protective net beyond the U.S. borders that ensures terrorism is thwarted before it reaches the United States, while at the same time strengthening U.S. partnerships.   A critical mass of trained individuals in key countries is vital to this effort.

Counterterrorism Training

Overall, the ATA program was 6.4 percent short of its FY 2011 target of training 9,087 foreign law enforcement officials in counterterrorism skills.   The FY 2011 target number for each country was determined by adding up the maximum number of students who could possibly attend all of the individual courses proposed in a given ATA partner nation over the course of the year, as stipulated in the ATA program's FY 2011 Country Assistance Plans (CAPs).   The overall FY 2011 target is the aggregate of the projections for each ATA partner nation.   The results were determined by adding up the actual number of students trained in each course delivered in each partner nation within that fiscal year.   The FY 2011 results differ from the target because in some cases, courses planned for FY 2010 were postponed until FY 2011, and in other cases, courses planned for FY 2011 were canceled or postponed until FY 2012.   A number of factors lead to courses being postponed, including requests from partner nations and delays in receipt of funding.   In addition, the target number does not always take into account courses and consultations scheduled after the CAPs were finalized.   The 6.4 percent shortage between the FY 2011 target and the FY 2011 result is well within the range of normal fluctuations, and the continuation of this type of capacity building will help improve interagency efforts to strengthen security forces and promote peace and security.

STRATEGIC GOAL ONE					*Revised*			
Program Area: Counterterrorism								
Performance Indicator: Number of students trained in anti-terrorism topics and skills through the Anti-Terrorism Assistance (ATA) program								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1,925	4,908	4,700	10,591	9,087	8,504	Below Target	7,799	7,057
Data Source: To determine the results, we added up the actual number of students trained in each course delivered in each partner nation within that fiscal year.								
Data Quality: To determine the indicator, the number of students trained, we examine data from the respective posts, ATA Training Management Division (TMD) records, Training Delivery Division (TDD) records, and After Action Reviews provided after each course to ATA's Training Curriculum Division. The number of students trained is reflected in the After Action Reviews and is uploaded into TDD and TMD records. This number is drawn from the class roster graduates of each course, which is created by the instructors or ATA support personnel at post.								

Program Area: Combating Weapons of Mass Destruction

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Combating Weapons of Mass Destruction	**343,310**	**328,134**	**313,033**

The proliferation of weapons of mass destruction (WMD) to states of concern, non-state actors, and terrorists is an urgent threat to the security of the United States and the international community.   To combat this threat, the United States works to prevent the spread of WMD - whether nuclear, biological, chemical, or radiological - and their delivery systems, as well as the acquisition or development of such weapons capabilities by states of concern and terrorists.   Foreign assistance funding is vital to this effort. These programs are used to strengthen foreign government and international capabilities to deny access to WMD and related materials, expertise, and technologies; destroy WMD and WMD- related materials; prevent nuclear smuggling; strengthen strategic trade and border controls worldwide; and counter terrorist acquisition or use of materials of mass destruction.

Export Control Systems

Strong strategic trade and border control systems are at the forefront of U.S. efforts to prevent the proliferation of WMD.   The Export Control and Related Border Security (EXBS) Program assists foreign governments with improving their legal and regulatory frameworks, licensing processes, and enforcement capabilities to stem illicit trade and trafficking in, and irresponsible transfers of, WMD-related components and advanced conventional weapons.   In FY 2011, the EXBS program assisted over 60 partner countries to bolster their capacities to interdict unlawful transfers of strategic items as well as to recognize and reject transfer requests that would contribute to proliferation.

Program-wide assessment data provides a basis to evaluate overall EXBS program effectiveness across all partner countries.   Assessments are conducted using the Rating Assessment Tool (RAT), with methodology centered on 419 data points examining a given country's licensing, enforcement, industry outreach, and international cooperation and nonproliferation regime adherence structures.   EXBS funds independent third parties to conduct baseline assessments and periodic assessment updates, with internal updates otherwise conducted annually.   All country-specific RAT scores are averaged to calculate a program-wide score, using this score to track EXBS performance on a year-to-year basis.   Using this metric since FY 2009, EXBS strives for a 4 percent annual increase to its program-wide score.

STRATEGIC GOAL ONE								
Program Area: Combating Weapons of Mass Destruction								
Performance Indicator: Aggregate bilateral country Rating Assessment Tool score demonstrating the status of an effective and institutionalized export control system that meets international standards across all program countries								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	4	4	4	4	On Target	4	4
Data Source: EXBS annually assesses the status of strategic trade control systems in all countries where EXBS assistance is provided. Evaluations are conducted using methodology originally developed by the University of Georgia's Center for International Trade and Security (UGA/CITS). EXBS funds UGA/CITS and others to conduct baseline assessments and periodic re-assessments while otherwise reassessing each partner country annually through internal progress reporting								
Data Quality: Assessment methodology is centered on a 419-data point Rating Assessment Tool. This tool is applied to all EXBS partner countries annually to derive country-specific numeric scores. Scores are then averaged across all countries to provide an overall EXBS program score for the given fiscal year. The above indicator strives for a 4% annual increase to the overall EXBS program score.								

Biological Threat

The biological threat is of special concern because biological agents are widespread and commonly used for medical, agricultural, and other legitimate purposes. In support of the overall effort to prevent the proliferation of WMD, a key objective of the United States is ensuring pathogen security.   The Biosecurity Engagement Program (BEP) was launched in 2006 to prevent terrorists, other non-state actors, and proliferant states from accessing biological expertise and materials that could contribute to a biological weapons capability.   BEP has three pillars of engagement, including: laboratory biosafety and biosecurity; scientist engagement; and disease detection and control.   BEP utilizes an indicator of program success that tracks the number of activities to improve biosecurity and laboratory biosafety that BEP can organize and fund in priority countries and regions.

Activities in FY 2011 focused on enhancing biological security in South Asia, the Middle East, and North Africa, and improving physical security and standard operating procedures at priority laboratories in the Horn of Africa.   BEP-funded scientists, technicians, and engineers from 27 countries throughout Asia, the Middle East, Africa, and Latin America participate in 175 trainings, conferences, projects, and grants to further nonproliferation objectives and improve pathogen security, laboratory biosafety, and biological threat surveillance.   BEP worked closely with the Government of Pakistan Biosafety Task Force and U.S. Government interagency colleagues to execute 45 biological nonproliferation projects at over 45 institutions in Pakistan that span diverse sectors in high threat regions that will yield sustainable capacity in animal and public health pathogen detection and biorisk management.   As the Department of Defense (DoD) is developing new cooperative threat reductions, BEP is engaging in joint strategic planning with DoD to ensure complementary efforts in Pakistan, Afghanistan, and the Horn of Africa.

STRATEGIC GOAL ONE								
Program Area: Combating Weapons of Mass Destruction								
Performance Indicator: Number of Activities carried out to Improve Pathogen Security, Laboratory Biosafety, and Biosecurity								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
60	89	157	165	168	175	Above Target	180	168
Data Source: The Department of State's Bureau of International Security. Reports of trainings and other activities that took place in 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 relevant 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.								

Program Area: Stabilization Operations and Security Sector Reform

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Stabilization Operations and Security Sector Reform	**6,582,534**	**8,457,214**	**8,652,872**

Foreign assistance activities in this Program 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.   Additionally, the United States has supported unarmed interventions to promote the security and fundamental rights of civilians caught in conflict, and has facilitated the economic and social reintegration of ex-combatants through community reconciliation and reparation.

Foreign Military Training

Foreign military training programs funded and carried out by the United States 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.   The underlying assumption is that by promoting U.S.-trained personnel to national leadership positions, the skills and values provided in that training will eventually be spread to the entire military structure, and that leadership will be more likely to respect civilian control of the military, be willing to work with U.S.-led or sponsored peacekeeping missions, and be interested in maintaining a longstanding relationship with the United States.

For FY 2011, results were below target, mainly due to confusion by operating units on the appropriate application of this indicator.   In FY 2010, a change to the definition of this indicator stipulated that only personnel trained through IMET funding would be counted towards results achieved.   Because of the difficulties in reporting on this indicator, it will be discontinued after this fiscal year.

STRATEGIC GOAL ONE					*To Be Retired*			
Program Area: Stabilization Operations and Security Sector Reform								
Performance Indicator: Number of US trained personnel at national leadership levels								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
958	1,264	1,549	1,421	1,555	782	Below Target	N/A	N/A
Data Source: FY 2011 Performance Reports 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 OU. (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: Counternarcotics

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Counternarcotics	**779,100**	**678,000**	**675,266**

U.S. activities in this Program Area are designed to reduce the cultivation and production of drugs, combat international narcotics trafficking, and cut off the demand for illicit narcotics through prevention and treatment. The United States works with international, regional and bilateral partners to establish and implement international drug policies and improve partner capabilities in reducing supply and demand. It also combats narcotics-related crime such as corruption and money laundering. This effort is a long-term struggle against well-financed criminals who undermine democratic governments. Inevitably, this will be a permanent struggle, but an integrated approach is showing success, and is a crucial complement to reducing demand at home.

Hectares Eradicated

Eradicating drug crops at the source is the most direct way of reducing drug supply. Statistics on eradication reflect more than law enforcement effectiveness, however. A government's ability to reduce drug cultivation is also affected by the security situation, governmental presence and economic factors that make small farmers more subject to exploitation by traffickers. As a result, eradication is most effective when part of an integrated program with partner countries. U.S. crop eradication assistance includes technical, financial, and logistical support for eradication missions and is complemented by assistance to build licit economies, alternative livelihood development, road construction, and small water and electricity schemes.

Eradication is measured by calendar year rather than fiscal year (October-September). For some operating units, the data reported is of November 2011 and are less than the actuals for total years. Eradication in 2011 slightly exceeded the combined target of 222,362, with reporting countries eliminating 226,934 hectares of drug-producing plants. Afghanistan eradicated 3,800 hectares in 2011, less than the target of 5,000 hectares, but more than the 2,316 hectares eradicated in 2010. Bolivia eradicated 10,601 hectares, considerably more than the target of 5,200 tons. Colombia eradicated 136,800 hectares, slightly more than the target of 100,000 hectares. Peru eradicated 10,290 hectares, a little more than the target of 10,000 hectares.

STRATEGIC GOAL ONE						*To Be Retired*		
Program Area: Counternarcotics								
Performance Indicator: Hectares of Drug Crops Eradicated in USG-Assisted Areas								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
177,452	379,702	285,409	230,478	222,362	226,934	On Target	N/A	N/A
Data Source: FY 2011 Performance Reports 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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Alternative Crops Under Cultivation

A key element of U.S. support for counternarcotic efforts is the Alternative Development and Livelihoods (ADL) program that promotes sustainable and equitable economic growth opportunities in regions vulnerable to drug production and conflict, with the intent of permanently ending involvement in illicit drug production. ADL programs are funded in five countries: Afghanistan, Bolivia, Colombia, Ecuador and Peru.   U.S. assistance generates licit employment and income opportunities; improves the capacity of municipal governments to plan and provide basic services and infrastructure; fosters citizen participation in local decision-making; strengthens social infrastructure; and promotes transparency and accountability at the local level. This assistance helps raise farmers' incomes and long-term development prospects by enhancing production, productivity, and the quality of alternative products.

The number of hectares of alternative crops under cultivation has a direct relationship to job creation and income levels in targeted areas. Overall, the United States exceeded the FY 2011 target with Afghanistan yielding a dramatic increase in alternative crop acreage due largely to an improved security situation and reduction in threats and intimidation that stimulated greater farmer participation in the ADL program. Ecuador exceeded its target by 100 percent, as more farmers decided to abandon illicit crops to take advantage of higher world prices for coffee and cacao.   Colombia fell far below its target due to delays in start up of a new ADL program that was not awarded until the end of FY 2011.

STRATEGIC GOAL ONE						*To Be Retired*		
Program Area: Counternarcotics								
Performance Indicator: Hectares of Alternative Crops Targeted by USG Programs Under Cultivation								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
111,392	286,107	201,989	275,797	106,936	112,632	Above Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports from Afghanistan, Bolivia, Colombia, Ecuador, and Peru as collected in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Illicit Narcotics Seized

One way that the United States has measured the impact of interdiction efforts in the war on drugs across countries and regions is by tracking the number of kilos of illicit narcotics seized by a host government in areas where the United States provides interdiction assistance. The goal is to strengthen U.S. partners' capacities to combat traffickers by increasing both their immediate ability and long-term institutional capacity. This includes the acquiring and providing equipment, training, and operational support; strengthening institutions and management; providing technical assistance to improve programs such as institutional coordination; improving controls at borders, ports, and airports; and developing programs to increase coordination of host government counternarcotics activities. This coordination is the key concept behind the Merida (Mexico), Caribbean Basin Security (CBSI) and Central American Regional Security (CARSI) Initiatives.

Seizures in 2011 slightly exceeded the combined target of 1,033,558 for seizures, seizing 1,045,580 kilos. A number of countries have not yet reported, artificially reducing the "actual." Most countries report on a calendar year. Of the countries for which data exists for the past two years, Brazil, Ecuador, Nigeria, Panama, Paraguay and Peru saw increases in seizures; while Argentina, Colombia, Ghana, Guatemala, Haiti, Nicaragua, Trinidad and Tobago saw decreases; and Kazakhstan remained approximately the same. There is no data for Barbados and Eastern Caribbean, Georgia, Guinea Bissau, Honduras, Malta, and Pakistan. The elimination of Mexico from the list of countries reporting in 2011, which had seized 800,000 hectares in 2010 led to the decrease in the target from 2010 to 2011 and the results from 2011 to 2010.

There is a second issue with data on seizures. The figure represents multiple kinds of drugs. Kilos of marijuana, cocaine and heroin are not directly comparable in value on a weight basis. However, at a country level, seizures tend to involve the same kinds of drugs, so changes over several years may identify a trend. More complete data for the full calendar year and including breakdowns of seizures in five major drug categories (heroin and precursors, cocaine and precursors, methamphetamine, marijuana, and other) will be available in the annual International Narcotics Control Strategy Report (INCSR), published in March of each year.

STRATEGIC GOAL ONE						*To Be Retired*		
Program Area: Counternarcotics								
Performance Indicator: Kilos of Illicit Narcotics Seized by Host Governments in USG-Assisted Areas								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
2,113,097	727,322	2,009,794	1,774,132	1,033,558	1,045,580	Above Target	N/A	N/A
Data Source: FY 2011 Performance Reports 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 OU. (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: Transnational Crime

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Transnational Crime	**90,397**	**85,591**	**73,318**

The principal transnational criminal threats to U.S. homeland security and to the U.S. economy are weak international financial controls and emerging challenges posed by cybercrime, intellectual property theft and insecure critical infrastructure, trafficking in persons, and migrant smuggling. These criminal activities not only threaten our national security by financing terrorist activities, but also place a significant burden on U.S. businesses and American citizens. Cybercrimes and intellectual property theft in today's open internet society demand international commitment and cooperation if we are to protect individual rights and maintain the basis for a free enterprise system.

U.S. assistance efforts to mitigate the effects of transnational crime on the United States and its partners incorporate two main strategies to achieve optimal impact. The first is building the capacity of foreign law enforcement agencies to combat complex transnational crimes such as money laundering, cyber crime, corruption, criminal gangs, trafficking-in-persons and migrant smuggling so that they are able to assist in multinational efforts to disrupt the global networks of transnational criminal organizations.   The second is engaging foreign governments in the effort to improve procedural security at key access points into the United States.   Transnational crime programs support efforts focused on countering corruption and transnational crimes, including intellectual property and cyber crimes; anti-money laundering and financial crimes; enhance border security efforts and anti-alien smuggling; international organized crime; and anti-corruption and anti-kleptocracy programs.

U.S. programs target cross-border crimes that threaten the stability of countries, particularly in the developing world and in countries with fragile transitional economies.   Transnational criminal threats include financial crimes and money laundering, intellectual property theft, and organized and gang-related crime. These criminal activities not only threaten U.S. national security by facilitating terrorist acts, but also harm U.S. businesses and American citizens.   Beyond the damage the transnational criminal organizations and their crimes cause in the United States, they impede partner country efforts to maximize their political, economic, and social development.

Another major component of the U.S. effort to fight transnational crime is the initiative to combat trafficking in persons.   Across the globe, people are held in involuntary servitude in factories, farms, and homes; are bought and sold in prostitution; and are captured to serve as child soldiers.   Human trafficking deprives people of their basic human rights, yields negative public health consequences, and is a global threat to the rule of law because the high profits associated with human trafficking corrupt government officials and weaken police and criminal justice institutions.   This crime is a transnational problem, affecting source, transit, and destination countries alike. Hundreds of thousands of trafficking victims are moved across international borders each year, and millions more serve in bondage, forced labor, and sexual slavery within national borders.   At its heart, human trafficking is not a crime of movement, but rather a dehumanizing practice of holding another in compelled service, often through horrific long-term abuse.

Specifically, the United States will continue to build upon its achievements using foreign assistance funds to strengthen anti-trafficking laws and enforcement strategies, and train criminal justice officials on those laws and practices.   This strengthening and training will lead to increased numbers of investigations, arrests, prosecutions, convictions, and substantial prison sentences for traffickers and complicit government officials, including military personnel.   Protection initiatives are funded to ensure that victims are treated as vulnerable people to be protected, and not as criminals or illegal aliens subject to detention or deportation.   Trafficking victims suffer physical and mental abuse and as a result, once rescued, they need

protection from their traffickers and individualized case planning that includes a safe place to stay, medical care, counseling, legal advocacy, and assistance with reintegration into society. Foreign assistance funds prevention activities to develop and implement strategies to address the systemic contributors to all forms of human trafficking as well as structural vulnerabilities to trafficking. The United States encourages partnership and increased vigilance in the fight against forced labor, sexual exploitation, and modern-day slavery.

Money Laundering and Financial Crimes

Combating money laundering and financial crimes was originally an approach for disrupting the actions of organized crime syndicates but has proved to be an important tool in combating all kinds of revenue-generating crimes including corruption, as well as the financing of terrorism. Fighting these crimes effectively requires the capacity to trace financial flows and multiagency cooperation. In our more interconnected world, the tracing of assets requires quickly sharing information across borders. In order to be effective, countries also need to be able to freeze suspect assets immediately before they are laundered away. The U.S. is among the global leaders in the effectiveness of our anti-money laundering regime and our foreign assistance includes technical, financial, and logistical support for foreign efforts to combat money laundering by increasing their ability to trace assets and for law enforcement capacity to use this information operationally.

The following indicator focuses on one aspect of anti-money laundering and financial crimes activity, the number of countries with Financial Intelligence Units. A Financial Intelligence Units (FIU) is a central, national agency responsible for receiving, analyzing and disseminating information to the component authorities of financial information concerning suspected proceeds of crime and potential financing of terrorism, or required by national legislation or regulation, in order to counter money laundering and terrorism financing. Any Financial Intelligence Unit may apply to become an Egmont member. The number of countries with FIUs recognized by the Egmont group has been steadily increasing in the last several years. In 2010 four countries joined the Egmont group; Afghanistan, Cameroon, Ivory Coast, and Uruguay. In 2011, seven countries joined the Egmont group; Azerbaijan, Kazakhstan, Mali, Morocco, Samoa Islands, Solomon Islands and Uzbekistan, the largest group of new members that had been admitted for several years, strengthening the global network of information sharing in areas of particular strategic and regional significance. This brought the total number of members to 127, which exceeded the target of 125.

STRATEGIC GOAL ONE						*New to APR/APP*		
Program Area: Transnational Crime								
Performance Indicator: Number of countries with Financial Intelligence Units								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
106	108	116	120	125	127	Above Target	130	140
Data Source: The Egmont group which is a group of FIUs. Any FIU which considers itself to comply with the criteria of the Egmont Group is eligible to apply to become a member. Each year at its Plenary session, usually held in June or July, the Egmont group announces it new members. The Egmont list of members is available at <http://www.egmontgroup.org/about/list-of-members>								
Data Quality: In order to be a member of the Egmont Group a FIU must meet its criteria of being a central, national agency responsible for receiving, (and as permitted, requesting), analyzing and disseminating to the competent authorities, disclosures of financial information. All 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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, <http://www.usaid.gov/policy/ads/200/203.pdf>).								

Trafficking in Persons (TIP)

The following indicator focuses on concrete law enforcement actions that other governments have taken with U.S. support to fight trafficking.   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 United States assess a host government's progress in instituting and implementing rule of law and criminal justice sector improvements.

Human trafficking deprives people of their most basic human right-the right to freedom-and is also known as modern slavery. The U.S. Government uses foreign assistance to address the following long-term goals which are based on the mandates of the Trafficking Victims Protection Act of 2000 (TVPA), including: a) writing the annual Trafficking in Persons Report to Congress (TIP Report) and advancing bilateral diplomacy; b) managing foreign assistance funds; c) raising global awareness; d) facilitating partnerships; e) leading the interagency process; and f) engaging in multilateral diplomacy.

The United States addressed TIP worldwide by aligning foreign assistance programming with the TIP Report recommendations; thus, the Report serves as both a diplomatic tool and a funding strategy.   The United States funded programs that addressed deficiencies identified in the Report for countries ranked in the lowest tiers which possessed political will to address the problem but lacked economic resources. During FY 2011 the U.S. Government completed 69 awards to 43 organizations in 37 countries totaling nearly $24 million.   With the addition of the FY 2011 grants, the United States currently has 168 active programs in 70 countries totaling $64 million.

STRATEGIC GOAL ONE						*Final Year in APR/APP*		
Program Area: Transnational Crime								
Performance Indicator: Number of People Prosecuted for Trafficking in Persons								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	5,212	5,606	5,745	6,017	Above Target	6,198	6,318

Data Source: The Trafficking Victims Protection Reauthorization Act (TVPRA) of 2007 added to the original law a new requirement that foreign governments provide the Department of State with data on trafficking investigations, prosecutions, convictions in order to be considered in full compliance with the TVPRA's minimum standards for the elimination of trafficking.   This data is captured in the Department of State's annual Trafficking in Persons Report which can be found at http://www.state.gov/j/tip/rls/tiprpt/2011/index.htm.

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, NGOs and international organizations, published reports, research trips to every region, and information submitted to the Office to Monitor and Combat Trafficking in Persons. All 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 OU.   (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: Transnational Crime

Performance Indicator: Number of People Convicted for Trafficking in Persons

FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	2,983	4,166	3,288	3,619	Above Target	3,728	3,800

Data Source: The Trafficking Victims Protection Reauthorization Act (TVPRA) of 2007 added to the original law a new requirement that foreign governments provide the Department of State with data on trafficking investigations, prosecutions, convictions in order to be considered in full compliance with the TVPRA's minimum standards for the elimination of trafficking. This data is captured in the Department of State's annual Trafficking in Persons Report which can be found at http://www.state.gov/j/tip/rls/tiprpt/2011/index.htm.

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, NGOs and international organizations, published reports, research trips to every region, and information submitted to the Office to Monitor and Combat Trafficking in Persons. All 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 OU. (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: Conflict Mitigation and Reconciliation

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Conflict Mitigation and Reconciliation	**452,400**	**527,662**	**518,611**

To meet U.S. foreign policy commitments for building peace and security, assistance resources must be used to prevent and manage violent conflict at the local level. U.S. assistance programs are designed to address the unique needs of each country as it transitions from conflict to peace and to establish a foundation for longer-term development by promoting reconciliation, fostering democracy, and providing support for nascent government operations. In addition, assistance resources help ensure that U.S. assistance programs in other sectoral areas (economic growth, education, etc.) are sensitive to the conflict dynamics of the local country context, and do not exacerbate existing tensions and grievances among groups. These programs help to mitigate conflict in vulnerable communities around the world by improving attitudes toward peace, building healthy relationships and conflict mitigation skills through person-to-person contact among members of groups in conflict, and improving access to local institutions that play a role in addressing perceived grievances.

Conflict Mitigation and Resolution Training

The following is a synopsis of some of the specific efforts undertaken by the United States in FY 2011. The training indicator captures U.S.-supported activities that improve the capacity of citizens to better mitigate conflict and more effectively implement and manage peace processes. Through training and technical assistance, U.S. programs strengthened local capacity to resolve disputes at the lowest administrative level. Training focused on factors that underpin conflicts, such as land disagreements, including disputes involving claims by women and indigenous groups. Efforts were also made to involve young people in peace and reconciliation programs.

In FY 2011, the United States did not meet the training target. The shortfall is due primarily to reporting from Nepal which set an overly ambitious target in 2011 that was more than double its 2010 result. All other operating units reporting exceeded their training targets by at least 15 percent except for Timor-Leste

which fell short due to the fact that one of their two training programs had not yet commenced in 2011. The biggest gains were the result of increased demand for the training from governments and community organizations in Ethiopia, Sudan, Uganda, Colombia, and Haiti, and the provision of additional funding from the Complex Crisis Fund for training activities in Kenya.

STRATEGIC GOAL ONE					*To Be Retired*			
Program Area: Conflict Mitigation and Reconciliation								
Performance Indicator: Number of People Trained in Conflict Mitigation/Resolution Skills with USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
21,524	16,930	92,601	65,932	96,867	52,935	Below Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports from Afghanistan, Bosnia and Herzegovina, Burundi, Colombia, the Democratic Republic of the Congo, Ecuador, Ethiopia, Ghana, Guatemala, Haiti, Indonesia, Kenya, Kosovo, the Kyrgyz Republic, Mali, Nepal, Rwanda, Somalia, Sudan, Timor-Leste, Uganda, and the Bureau of Democracy, Conflict, and Humanitarian Assistance (DCHA) as reported in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

New Groups or Initiatives Created to Resolve Conflict or the Drivers of Conflict

The number of new groups created through U.S. funding registers the creation of a new group or entity, as well as the launch of a new initiative or movement by an existing entity that is dedicated to resolving conflict or the drivers of the conflict.   This is a new indicator for FY 2011 and, thus, no targets were set for FY 2011.   Groups include registered non-governmental organizations, clubs, associations, networks, or similar entities.   Initiatives may be campaigns, programs, projects, or similar sets of activities sustained over a period of three months or more by the same types of groups/entities. Building peace or resolving conflict must be a stated purpose of the group or initiative as expressed in a grant proposal or documentation submitted to the USG, but peace-building need not be the publicly stated purpose. Groups/entities may not include the USG, Host Governments, political parties, or security forces. To be counted in this indicator, USG funding must have been a necessary enabling factor leading to the creation of the group or initiative.

In FY 2011, Guinea reported creating 440 new groups to help resolve conflict or mitigate the drivers of conflict.   Guinea was the only operating unit reporting results on this indicator.   The broad, long-term objectives of the United States in resolving conflicts, particularly in some of the areas discussed above, are far from met. To meet these objectives, U.S. assistance will continue to bring people together from different ethnic, religious, and political backgrounds to move toward reconciliation in the midst of and in the aftermath of civil conflict and war.

STRATEGIC GOAL ONE						*New to APR/APP*		
Program Area: Conflict Mitigation and Reconciliation								
Performance Indicator: Number of new groups or initiatives created through USG funding with a mission related to resolving the conflict or the drivers of the conflict								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	440	Data not available	913	577

Data Source: In FY 2011, Guinea was the only operating unit reporting in the Foreign Assistance Coordination Training System (FACTS) and because the indicator is new for FY 2011, no target was set.

Data Quality: Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

STRATEGIC GOAL TWO

Effectively manage transitions in the frontline states.

Effective transitions in Iraq and Afghanistan are critical to U.S. national security.   In Iraq, we must build on the security gains hard-earned by our soldiers to ensure that Iraq emerges as a strategic partner of the United States and a force for stability and moderation in the region.   Building on the transition in 2012 to civilian lead, we will pursue a comprehensive strategy aimed at mitigating crisis and promoting development through sustainable economic assistance, provincial outreach, and a continuing commitment to building effective security services.   In Afghanistan and Pakistan - the frontline of our efforts against al-Qa'ida and its extremist sympathizers - we, together with our partners in the Department of Defense, will build on the progress of the military and civilian surges launched in FY 2010 through three mutually reinforcing tracks:

- A continued military offensive against al-Qaida terrorists and Taliban insurgents;
- A civilian campaign to bolster the governments, economies, and civil societies of Afghanistan and Pakistan to undercut the pull of the insurgency while promoting protection of basic rights for the Afghan people, especially women and other vulnerable groups; and
- An intensified diplomatic push to support an Afghan-led political process aimed at splitting the Taliban from al-Qa'ida and ending the Afghan war, through enhanced regional diplomatic efforts to build support for the Afghan-led process and secure commitments to free the region of al-Qa'ida.

A discussion of performance for this Strategic Goal, which is supported with State Operations funds, can be found in the State Operations APR/APP.

STRATEGIC GOAL THREE

Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.

- **Promote effective, democratic governance and vibrant civil societies.** Effective, accountable governance is the lynchpin of democratic and development progress and global security and prosperity. Good governments are legitimate representatives of their people and responsive to their needs and aspirations. They tax and spend wisely, equitably, and transparently on behalf of their citizens. Strong engagement from civil society, including the media, supports and promotes good governance. We will work with political and civil society leaders to support the emergence of civic norms and leadership that uphold the rule of law, reject corruption, and advance human rights. We will assist in building key domestic institutions of democratic accountability such as vibrant civil societies, free and independent media, free and fair electoral processes, strong legislatures, and independent judiciaries. We will help build the capacity of states to mobilize domestic resources, and design, implement and manage effective policies and programs that uphold basic human rights and provide for the security, basic health and education services and economic opportunity of their citizens and other residents, including refugees. We will also work to empower marginalized and at risk populations, including women, religious minorities, and disabled, indigenous, and lesbian, gay, bisexual (LGBT) and transgendered people, as equal partners in vibrant, democratic societies.

- **Advance human rights.** Human rights include civil, political and labor rights and equal protection under the law, including protections for minorities and marginalized groups that help ensure that all inhabitants of a country, regardless of race, religion, gender, sexual orientation, gender identity, gender expression or other status, can fully enjoy universally recognized human rights and fundamental freedoms. Political systems that protect human rights are more stable and secure. Working bilaterally and multilaterally, we will integrate attention to the protection of human rights within diplomatic and development work around the globe, including in our engagement with repressive regimes; facilitate freedom of information and expression, including Internet Freedom, a free and independent press, and unrestricted communication; support freedom of association and the ability of individuals and civil society to organize and mobilize around constituent interests; advance equal rights and opportunity for women and girls; promote mutual respect and protect minority rights, including LGBT people and the disabled; and promote equal access to justice and widespread participation in political processes.

- **Promote sustainable, broad-based economic growth.** Sustained, broad-based economic growth is the most powerful force for eradicating poverty and expanding opportunity. Increasing the number of countries that can participate in the global economy to the benefit of their people enhances the future security and prosperity of the United States and the international community. Recognizing the importance of sound governance to key economic outcomes, our diplomatic efforts and development approaches should promote, incentivize and support the legal, regulatory, and policy reforms and investments that will enhance broad-based, equitable economic opportunity, including for women. These include equitable and predictable access to capital and markets; integrity and transparency in public financial management and regulatory systems; facilitation of entrepreneurship and the formalization of small and medium enterprises; investment in science, technology, and innovation; trade capacity building; and support to domestic and international private sector investment. Further, we will elevate our focus on and work with multilateral partners to promote strategies for innovative approaches to development finance,

including domestic resource mobilization and leveraging private sector resources for capital-intensive investments which yield sustainable and broad economic benefits to states and their citizens.

- **Advance peace, security, and opportunity in the Greater Middle East.** The dramatic political changes unfolding in the Middle East and North Africa call for a broad realignment of American policy toward the region to respond to the opportunities to expand stable, democratic states and secure our regional objectives in a changed landscape. Going forward, we will (1) promote and support political change in the region, elevating and integrating political reform into our strategic engagement even as the reforms we urge will vary case by case; (2) advance broad-based economic growth and modernization by supporting and incentivizing structural economic reforms, trade liberalization, and strategies for private-sector led growth that will sustainably create jobs, particularly for the region's youth and underrepresented populations; (3) pursue comprehensive Arab-Israeli peace by supporting a peace process aimed at a comprehensive resolution of the Arab-Israeli conflict through direct negotiations between the parties to support a secure Israel alongside a stable, democratic, and prosperous Palestinian state. We will also (4) strengthen regional security by pursuing a robust and broad-based Gulf security agenda as articulated in the Secretary's Manama speech in December 2010; by encouraging Iraq's continued progress toward a safe, secure, self-reliant and democratic future; and by countering Iran's negative influence in the region.

- **Effectively implement Presidential Initiatives that bring the full set of U.S. diplomatic and development assets to bear on key determinants of human welfare.**

  - **Promote global health and strong health systems.** Through the Global Health Initiative (GHI), the United States seeks to build on country-owned platforms as well as the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative (PMI) and earlier investments in fighting tuberculosis and promoting maternal and child health, including family planning to foster sustainable, effective, efficient and country-led public health systems and programs that deliver essential health care and improve health outcomes. For maximum impact, GHI centers on improving the health of women, newborns, and children by focusing on safe births and family planning, child health, infectious disease, clean water, nutrition, and neglected tropical diseases.

  - **Increase food security.** The United States seeks to sustainably reduce chronic hunger, raise the incomes of the rural poor, and reduce the number of children suffering from under-nutrition. Our Feed the Future Initiative works with the global community to advance comprehensive strategies that focus on improving the productivity and market access of small-scale producers, particularly women, who make up the majority of small farmers in developing countries; catalyzing private sector economic growth, finance, and trade with necessary investments in public goods as well as policy, legal, and regulatory reforms; using science and technology to sustainably increase agricultural productivity; protecting the natural resource base upon which agriculture depends; and investing in improving nutrition for women and young children as a foundation for future growth.

  - **Reduce climate change and alleviate its impact.** Through the Global Climate Change Initiative (GCCI), the United States will integrate climate change considerations into relevant foreign assistance and diplomatic initiatives through the full range of bilateral, regional, multilateral, and private mechanisms. We will invest strategically in building lasting resilience to unavoidable climate impacts; reduce emissions from deforestation and land degradation; and, support low-carbon development strategies and the transition to a sustainable, clean energy economy.

In FY 2011, the United States committed approximately $17 billion in funding on Program Areas within Strategic Goal Three, representing approximately 55 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to promote democratic governance, respect for human rights, sustainable, broad-based economic growth, and well-being. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal Three, 30 indicators were above target, two were on target, 19 were below target, with three indicators that do not have available data, and eight indicators not having a rating because they were developed in FY 2011.

Program Area: Rule of Law and Human Rights

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Rule of Law and Human Rights	**758,403**	**950,642**	**1,106,138**

The United States supports programs that help countries build the necessary rule of law infrastructure, particularly in the justice sector, to uphold and protect their citizens' basic human rights. The rule of law is a principle of governance under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, independently adjudicated, and consistent with international laws, norms, and standards. Activities in this Program Area also advance and protect individual rights as embodied in the Universal Declaration of Human Rights and international conventions to which states are signatories. This includes defending and promoting the human rights of marginalized populations such as women, religious minorities, disabled individuals, indigenous groups, and lesbian, gay, bisexual, and transgendered people.

Legal Aid and Victim's Assistance

To further protect human rights, the United States provides legal aid and assistance to victims of human rights abuse. In FY 2011, the program provided legal, medical, relocation, and other forms of urgent assistance to 18,030 human rights defenders and/or nongovernmental organizations in 40 countries around the world. This program had a much higher impact than anticipated as FY 2011 results exceeded the FY 2011 target by 25 percent. In places like Rwanda and China, the implementing partners had to greatly expand services to accommodate the increased demand for assistance among alleged victims of human rights violations.

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of Individuals/Groups Who Received Legal Aid or Victim's Assistance with USG Support								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	19,046	10,192	18,348	14,400	18,030	Above Target	N/A	N/A
Data Source: FY 2011 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Justice Sector Personnel Trained

A well-functioning justice system is a critical element in democratic states that respect fundamental human rights and abide by the rule of law. Well-trained justice personnel are a prerequisite for a legal system that is transparent and efficient, and guarantees respect for basic human rights. The representative indicator illustrates the progress of U.S. efforts toward improving the rule of law by training justice sector personnel-judges, magistrates, prosecutors, advocates, inspectors, and court staff. This indicator was selected as a measure of short-term progress against longer term goals of strengthening the rule of law in countries receiving U.S. assistance.

In FY 2011, U.S. programs exceeded the target, training more than 52,000 justice sector personnel in 35 countries throughout the world.   Results exceeded targets by wide margins in El Salvador, Guatemala, Georgia, Haiti, Paraguay, the Philippines, and Tajikistan.   The dramatic increase in Haiti was the result of strong demand for training lawyers and judges associated with professional bar and judges associations in Alternative Dispute Resolution, a method often proven to be more effective in resolving disputes than traditional proceedings of the justice system.   In El Salvador, the stronger than expected demand for the training among justice sector personnel led to a 50 percent increase over the FY 2011 target.

In the Democratic Republic of Congo, the United States has taken a train the trainer approach to expand the reach of the program while keeping down costs.   This led to training 51 judicial personnel, of whom 31 are deployed in targeted provinces as trainers.   Many of these programs also include a public awareness component related to administrative law which reaches millions of citizens through the distribution of written informational materials and various media campaigns.

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of Justice Sector Personnel that Received USG Training								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
111,034	61,696	68,392	53,426	49,114	52,140	Above Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports from Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Cambodia, China, Colombia, Democratic Republic of the Congo, Dominican Republic, Egypt, El Salvador, Georgia, Guatemala, Guyana, Haiti, Indonesia, Kazakhstan, Kosovo, Liberia, Libya, Macedonia, Mexico, Moldova, Montenegro, Nepal, Nicaragua, Panama, Serbia, Somalia, Sudan, Tajikistan, Thailand, Timor-Leste, Tunisia, Ukraine, Vietnam, West Bank and Gaza, State Democracy, Human Rights, and Labor, and State Western Hemisphere Regional (WHA) as collected in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Case Management Improvement

With a more efficient case management system, assisted governments are able to increase the effectiveness, compliance, and accountability of justice systems by decreasing case backlog and case disposition time, reducing administrative burdens on judges, increasing transparency of judicial procedures, and improving compliance with procedural law.

In FY 2011, a total of 742 courts improved their case management systems as a result of U.S. assistance, greatly exceeding the target of 624.   A strong commitment to justice sector reform by the newly-elected President of Haiti expanded the number of courts the United States assist there.   In Colombia, the training of judges and court staff was so well-respected that demand for the training surpassed planned targets.

STRATEGIC GOAL THREE								
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of USG-assisted courts with improved case management systems								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
352	567	337	573	624	742	Above Target	694	196
Data Source: FY 2011 Performance Reports 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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Human Rights Activities

The U.S. Government has a two-fold strategy to promote and defend human rights by supporting non-governmental organizations (NGOs) that advocate and monitor human rights and by training defenders of human rights in the legal profession and other watchdog groups.   Both the NGO and training indicators are new this year to the APR/APP, although the NGO indicator has been reported by missions for several years.

In FY 2011, the number of U.S.-assisted NGOs exceeded the target by more than 500 percent.   This was largely due to the USAID/India mission, which supported 3,087 human rights NGOs.   Other missions exceeding their targets included Cambodia, Colombia, Iraq, and Russia, which expanded NGO support to the North Caucus region for the first time.   Colombia was able to stretch its funding to support an additional two NGOs that agreed to cost share.   Zimbabwe registered a decrease from FY 2010, mainly due to a change in strategy to focus on fewer, larger NGOs with widespread membership that could play a more influential role in improving the protection of human rights in that country.

STRATEGIC GOAL THREE *New to APR/APP*								
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
3,485	3,988	3,484	4,679	810	4,662	Below Target	1,362	1,097
Data Source: FY 2011 Performance Reports 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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

More than 3,300 defenders of human rights were trained in seven countries in FY 2011, including Armenia, Colombia, Moldova, Ukraine, and Venezuela.   This number fell just short of the target of 3,405, which remains the same for FY 2012.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of Human Rights defenders Trained and supported								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	3,405	3,345	Below Target	3,405	2,570
Data Source: FY 2011 Performance Reports 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 OU. (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: Good Governance

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Good Governance	**973,639**	**905,538**	**1,002,278**

The Good Governance Program Area promotes government institutions that are democratic, effective, responsive, sustainable, and accountable to citizens.   Constitutional order, legal frameworks, and judicial independence constitute the foundation for a well-functioning society, but they remain hollow unless the government has the capacity to apply these tools appropriately.   Activities in this Program Area support avenues for public participation and oversight, for curbing corruption, and for substantive separation of powers through institutional checks and balances.   Transparency, accountability, and integrity are also vital to government effectiveness and political stability.

Executive Oversight

This is a new indicator that seeks to measure legislative capacity to hold the executive branch accountable: a key function of democratic legislatures and a key component of a system of democratic checks and balances.   In FY 2011, the target was not met as a very active program in Pakistan in 2010 ended in 2011, after the FY 2011 target was set.   Programs in Haiti and Kenya exceeded their targets due to an active Kenya legislature that initiated investigations into a number of financial scandals involving various government ministries.   In Haiti, the United States provided significant assistance to newly elected deputies and senators and their staffs, resulting in a more professional legislature, able to initiate several high quality oversight actions of ministry activities.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Good Governance								
Performance Indicator: Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
10,539	15,144	3,949	3,971	1,417	317	Below Target	392	48
Data Source: FY 2011 Performance Reports as collected in the Foreign Assistance and Coordination System								
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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Training for Executive Branch Personnel

The executive branch is generally tasked with executing the many routine tasks of the state, including managing service delivery and enforcing the nation's laws. The civil servants and public employees who work in the executive are therefore critical to the effective and responsive management of the state. Building the skill-base of executive branch staff can therefore positively impact the overall effectiveness of state performance. Only three operating units reported training a total of 315 executive office personnel in FY 2011: Afghanistan, Georgia, and Moldova. No targets were set for 2011, but 666 personnel are expected to be trained in FY 2012.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Good Governance								
Performance Indicator: Number of training days provided to executive branch personnel with USG assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	315	Data not available	666	595
Data Source: FY 2011 Performance Reports 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 OU. (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: Political Competition and Consensus-Building

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Political Competition and Consensus-Building	**231,285**	**233,658**	**236,841**

Programs in the Program Area Political Competition and Consensus-Building encourage the development of transparent and inclusive electoral and political processes, and democratic, responsive, and effective political parties. The United States seeks to promote consensus-building among government officials, 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 with meaningful political competition are key to achieving a true democratic state. Extensive, long-term assistance is frequently needed to build the necessary groundwork for a credible and just electoral process. Open, transparent and competitive political processes ensure that citizens have a voice in the regular and peaceful transfer of power between governments. U.S. programs support efforts to ensure more responsive representation and better governance over the long term by working with candidates, political parties, elected officials, nongovernmental organizations, and citizens before, during, and in between elections. An open and competitive electoral system is also a good barometer of the general 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. 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.

U.S. assistance supports electoral-related activities in advance of significant elections in key transitional societies or in new and fragile democracies.   Funded activities include efforts to improve electoral legislation, election administration, non-partisan political party development, political participation, and voter education and turnout.   Priority is given to initiatives that emphasize outreach to women, youth, minorities, and other underrepresented groups.

Election Observers Trained

The first representative measure of performance in this area tracks the number of domestic election observers trained for deployment before or during national election with U.S. assistance as one component of promoting free and fair elections. Training observers or party agents increases the transparency of the election process, and contributes to a free, fair and credible election, as well as the development or maintenance of electoral democracy.

The success of this indicator depends, in large part, on the timing of elections.   In FY 2011, the target was not met due to elections not having occurred in Iraq and Nepal, where the election was delayed by the drafting of the new constitution.   Nicaragua also fell below its target because other donors, such as the Finnish and Danish governments, withdrew their funding for election observation before the November 2011 Presidential elections.   Russia, on the other hand, exceeded its target by more than 80 percent because the active efforts of the NGO Golos, which trained election observers not only for regional elections but for State Duma elections as well.

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Political Competition and Consensus-Building								
Performance Indicator: Number of Domestic Election Observers Trained with USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
61,533	170,307	39,866	653,722	57,132	51,279	Below Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports from Azerbaijan, Georgia, Guinea, Haiti, Honduras, Iraq, Nepal, Nicaragua, Nigeria, Philippines, Russia, Somalia, Sudan, Timor-Leste, Togo, African Union, USAID Democracy, Conflict, and Humanitarian Assistance, and USAID West Africa Regional as collected in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Voter and Civic Education

The provision of voter and civic education in developing democracies helps ensure that voters have the information they need to be effective participants in the democratic process, contributing to the development or maintenance of electoral democracy.   This unit of measure is defined as any eligible voter that receives voter or civic education messages through print, broadcast, or new media, as well as via in-person contact can be counted. Voter and civic education also includes community-based trainings in underserved areas, public service announcements on electronic media, written materials, internet-based information and messages using the new media (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter).   Content may include voter motivation, explanation of the voting process, the functions of the office(s) being contested, and descriptions of the significance of the elections in democratic governance.

This is a new indicator.   In FY 2011, no targets were set by any of the reporting operating units.   Voter education efforts were concentrated prior to major national elections in order to increase voter participation. The largest outreach efforts were in Afghanistan where voter and civic education programs reached more than 14 million citizens.   Other successful programs were in Colombia, Liberia, Moldova, Nepal, Tanzania, and Tunisia.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Political Competition and Consensus-Building								
Performance Indicator: Number of individuals receiving voter and civic education through USG-assisted programs								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	19,108,679	Below Target	29,480,135	12,380,635
Data Source: FY 2011 Performance Reports 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 OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

USG-Assisted Political Parties

Improvements in the representativeness of political parties will contribute to long-term improvement in democratic and representative political processes, as well as improvements in political parties and governments that are accountable to citizens.   Activities in the Political Competition and Consensus-Building Program Area focus on increasing the number of underrepresented groups in politics. The indicator in this Program Area looks at the number of political parties receiving U.S. assistance to increase the number of candidates and members who are women, youth, or from marginalized groups, including LGBT persons and disabled individuals.   This is a sign of a more open, democratic, and inclusive society, and is a measure of progress toward a key U.S. foreign policy objective: to increase participation and empower marginalized groups.

The target was not met in FY 2011, due largely to delays in project start up in Indonesia, earlier than planned timing of elections in Morocco, and an inhospitable political climate in Belarus that made it impossible to work with independent political parties.   On the other hand, Kenya and Nigeria exceeded their targets, with an increased interest in representing marginalized groups among political parties in Nigeria accounting for the increased interest in receiving U.S. assistance.   Fiscal Year 2011 is the final year in which this indicator will be reported in the APR.

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Political Competition and Consensus-Building								
Performance Indicator: Number of USG-Assisted Political Parties Implementing Programs to Increase the Number of Candidates and Members Who Are Women, Youth, and from Marginalized Groups								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
127	249	217	116	118	88	Below Target	108	68
Data Source: FY 2011 Performance Plans and Reports from Armenia, Azerbaijan, Belarus, Cambodia, Colombia, Haiti, Indonesia, Kenya, Kosovo, Morocco, Nepal, Nigeria, Peru, and State Democracy, Human Rights, and Labor (DRL) as collected in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet quality standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (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: Civil Society

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Civil Society	**553,571**	**506,508**	**493,811**

A fully participatory, democratic state must include an active and vibrant civil society, including an independent and open media, in which individuals can peacefully exercise their fundamental rights. FY 2011 funds for civil society programs remained similar to levels in FY 2010.   Activities continued to support better legal environments for CSOs; improve their organizational capacity and financial viability; allow them to work more successfully in the arenas of advocacy and public service provision; and empower traditionally marginalized groups, such as women, ethnic and religious minorities, LGBT persons, disabled persons, and youth; and to promote an open and free media, including the Internet.

Labor Unions

In FY 2011, the United States strengthened respect for internationally-recognized worker rights by funding a robust labor portfolio consisting of 33 programs in more than 20 countries. These programs focused on building the capacity of workers organizations; improving legal advocacy; expanding livelihood opportunities; and advancing innovative multi-stakeholder approaches to promote the labor rights of vulnerable groups, such as women, youth and migrant workers.

The United States worked to eradicate the use of child labor, especially in its worst forms, and promoted job creation in the construction industry through South-South cooperation in Haiti. This program is providing appropriate skills training to adolescents for gainful engagement in the construction sector, specifically concentrating on those activities in which adolescents can participate safely and legally.   Both the U.S. and Brazilian Governments fund the joint project - which draws from Brazilian good practices in combating child labor - as part of an ongoing U.S.-Brazil trilateral cooperation initiative on decent work.

In China, U.S. programs largely focus on building the capacity of China's migrant worker population to advocate for their rights.   Programs consist of training for workers on collective bargaining and their rights, the provision of legal aid for their workers and labor activists, and support for grassroot labor rights nongovernmental organizations (NGOs). Legal aid efforts included support for strategic litigation and advocacy aimed at garnering support for broader policy reforms and more consistent enforcement of China's existing worker rights protection and labor laws.

The United States funds programs to strengthen independent, democratic trade unions in a number of countries and regions, including Indonesia, the Philippines, Maldives, Central America, and the Middle East.   In Egypt, a U.S. program supported the first congress of the Egyptian Federation of Independent Trade Unions (EFITU), which represents a huge milestone towards building a sustainable and vibrant independent trade union movement in Egypt.   In coordination with the Egyptian Ministry of Manpower, the United States also began a program with the International Labour Organization (ILO) to improve respect for worker rights and promote women's economic empowerment.   With a country technical advisor now in place, the program will begin training Ministry officials on dispute resolution and enforcement of national legislation, as well as establishing a gender unit in the Ministry and improving job training for women workers.

In Sri Lanka, U.S. funding for former child soldiers provided vocation training opportunities for former child soldiers that led to employment; systematic psychological and psychosocial support; and a network of mentors from a pool of former child soldiers.   Thus far, the program has enrolled 180 former child soldiers in basic education and English language training courses, of which 111 have graduated and upwards of 85 percent of the graduated students are either employed or self-employed.

The United States did not achieve the target goal of 53 active labor programs in FY 2011 for several reasons.   Funding levels were lower than anticipated, which resulted in few programs starting in FY 2011. Additionally, several grantees delayed or halted implementation of their respective programs, especially those in the Middle East.   While many programs will be closing in the first two quarters of FY 2012, numerous other labor programs began at the beginning of FY 2012.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Civil Society								
Performance Indicator: Number of Active Labor Union or Labor-Related Programs/Projects								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	48	53	33	Below Target	NA	NA
Data Source: Relevant DRL grant agreements with required reporting.								
Data Quality: Data are derived from DRL's active grant agreements and do not require regular collection, merely aggregation. The nature and simplicity of the indicator guarantees high data quality.								

Positive Modifications in Civil Society

A legal and regulatory framework that protects and promotes an engaged civil society and civic participation is a key precondition for democratic governance. This includes, but is not limited to, ensuring that frameworks are in place that enable civil society organizations (CSOs) to form and operate freely (e.g., NGO registration/incorporation laws, laws protecting freedom of expression and   association), promoting the sustainability of the civil society sector (e.g., tax benefits for NGOs), and supporting public participation and social accountability (e.g., public hearings, instructional seminars, and conferences). This aspect also includes strengthening advocacy, networking, grassroots coalitions, and public support for reforms related to the enabling environment.   The U.S. Government supports work on improving this legal framework and therefore tracks the number of positive modifications effected with U.S. assistance. Positive modifications are new or amended laws, or new or amended regulations, that are intended and considered to improve the enabling environment for civil society, civil society organizations, and freedom of association and assembly.

Bosnia and Herzegovina accounted for all of the results in FY 2011, exceeding its target by 40 percent, as no other operating unit reporting on this indicator was able to assist in securing any positive modifications to enabling legislation for civil society. This is the last year in which this indicator will be reported by operating units.

STRATEGIC GOAL THREE					*To Be Retired*			
Program Area: Civil Society								
Performance Indicator: Number of Positive Modifications to Enabling Legislation/Regulation for Civil Society Accomplished with USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
75	80	69	56	49	35	Below Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports for Armenia, Azerbaijan, Bosnia and Herzegovina, Colombia, Jordan, Kazakhstan, Kosovo, Kyrgyz Republic, Macedonia, Moldova, Serbia, Tajikistan, Turkmenistan, USAID Democracy Conflict and Humanitarian Assistance (DCHA), and USAID Office of Development Partners (ODP) as collected in the Foreign Assistance Coordination and Tracking System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Advocacy Interventions

This measure captures more than one democracy and governance outcome. It implies CSOs have or will have the capacity to substantively participate in democratic policymaking and that legislators are open to public participation and actively engage in it. Taken together, civil society participation in democratic policymaking improves the transparency and accountability of one's government and of the legislative process. The indicator measures CSOs' active participation in, or engagement with the legislature; for example, attend and contribute to committee meetings, send policy briefs, send comments on proposed legislation, and provide research. Both civil society advocacy efforts with legislatures and legislative outreach and openness to civil society engagement are counted.

The FY 2011 results more than doubled the target. Nearly every country exceeded their target. Armenia, Indonesia, Kazakhstan, Liberia, Nigeria, Uganda and Serbia all showed dramatic improvements from FY 2010. Targets for FY 2012 have all been adjusted upward to reflect a more active civil society in those countries.

STRATEGIC GOAL THREE					*Revised*			
Program Area: Civil Society								
Performance Indicator: Number of Civil Society Organizations receiving USG Assistance engaged in advocacy interventions								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1,049	1,753	1,772	2,629	1,822	4,362	Above Target	4,017	2,962
Data Source: FY 2011 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

NGO Sustainability

The advocacy efforts of NGOs give voice to citizens to encourage open dialogue and to influence government policy.   The NGO Sustainability Index for Central and Eastern Europe and Eurasia monitors the enabling environment for and the sustainability of NGOs in United States-assisted countries in these regions.   It is based on seven dimensions critical to NGO and CSO sustainability: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image.

The aggregate NGO Sustainability Index score of 3.7 for Europe fell just short of the FY 2011 target of 3.6 in spite of continued efforts by NGOs to improve the societies in which they operate.   While the overall score remained the same as in the previous year, one country experienced an improvement in their score while two regressed slightly.   Kosovo saw an improvement primarily thanks to increased advocacy results, in which the government demonstrated both the will and the interest to work with NGOs on reforms.   Both Albania and Macedonia experienced a regression in overall sustainability.   In Albania, increasingly intense political stalemate essentially hindered NGOs advocacy efforts.   In Macedonia, the environment for constructive advocacy was diminished by government harassment of NGOs as well as an increasingly negative public perception of NGOs.

The aggregate NGO Sustainability Index score for Eurasia remained at 4.6, also falling just short of the FY 2011 target of 4.5.   It is important to note, however, that no countries regressed in overall NGO sustainability in 2010 and several countries showed improvements in spite of the overall unchanged score. Moldova had the most significant changes across the board, with five out of the seven dimensions registering an improvement.   Moldovan NGOs growing ability to engage in advocacy with a more receptive government, an increase in local funding sources, and increased NGO access to media coverage all contributed to the overall improvement in the sustainability of the country's NGO sector.   In Russia, an improvement in the overall score was due to advancements in the legal environment and NGO advocacy efforts.   Turkmenistan also showed improvements, given a slight opening of the legal environment and nascent government cooperation with NGOs.

While the NGO Sustainability Index (NGOSI) was initially developed to assess the NGO sector in Central and Eastern Europe, it was expanded to Sub-Saharan Africa in FY 2009 through a partnership between the U.S Government and the Aga Khan Foundation.   In FY 2011, the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), with support from the Asia and Middle East Bureau, expanded the NGOSI to include several Asia and Middle East countries and in FY 2012 the NGOSI will be rolled out to include Afghanistan and Pakistan.   The Europe and Eurasia NGOSI was and continues to be used in

assessing the democratic progress of countries and determining the feasibility of program and Mission phase out. Twenty-seven of the 29 in-country panel discussions and reports for the FY 2011 Index were convened and submitted by local implementing organizations receiving service agreements from the primary implementer. In FY 2012, it is expected that all 29 country panel discussions and reports will be convened and submitted by local organizations. The NGOSI is important not only for assessing the development of the sector, but also for civil society actors to use as an advocacy tool for improving the enabling environment for civil society in their respective countries. The 2011 Edition of the NGO Sustainability Index (NGOSI) as well as all subsequent editions will be retitled the "Civil Society Organization Sustainability Index" (CSOSI). This will be the title for all regional indices.

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Civil Society								
Performance Indicator: USAID NGO Sustainability Index- Europe								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
3.8	3.8	3.7	3.7	37.0%	20.0%	Below Target	20.0%	1.0%
Data Source: The NGO Sustainability Index for Europe covers Southern Tier countries where the United States is providing assistance: Albania, Bosnia, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Romania, and Serbia. Although a small number of the countries closed their programs in FY 2008, the United States will continue to monitor them for residual effects. NGOSI scores are measured on a scale of 1 to 7, with 7 indicating a poor level of development and 1 indicating advanced progress. Each country report provides an in-depth analysis of the NGO sector and comparative scores for prior years. The full report and rating methodology are usually published in May for the prior year and can be found on USAID's Europe and Eurasia Bureau website, http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/. Scores for calendar year 2010 will be available in spring 2011.								
Data Quality: This indicator has been used by USAID Missions, in-county entities, and other donors and development agencies for the past 12 years. Individual country scores are reviewed by a committee of USAID and country experts.								

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Civil Society								
Performance Indicator: USAID NGO Sustainability Index- Eurasia								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
4.6	4.6	4.6	4.6	20.0%	4.0%	Below Target	2.0%	1.0%
Data Source: The NGO Sustainability Index for Europe and Eurasia covers 12 countries in Eurasia where the United States provides assistance: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. NGOSI scores are measured on a scale of 1 to 7, with 7 indicating a poor level of development and 1 indicating advanced progress. Each country report provides an in-depth analysis of the NGO sector and comparative scores for prior years. The full report and rating methodology are usually published in May for the prior year and can be found on USAID's Europe and Eurasia Bureau website, http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/2008/. Scores for calendar year 2009 will be available in spring 2010.								
Data Quality: This indicator has been used by USAID Missions, in-country entities, and other donors and development agencies for the past 12 years. Individual country scores are reviewed by an editorial committee of USAID and country experts.								

Media Freedom

Free media (including print, broadcast, wireless, and Internet media) play key communications and linking roles in all political systems, providing a voice to civil society, business, government, and all other actors at the local, national, and international levels.   Ideally, a professional and independent fourth estate helps underpin democracy by disseminating accurate information, facilitating democratic discourse, and providing critical and independent checks on government authorities.

USAID was active in the planning for or implementation of independent media programs in 46 countries in FY11, while regional and global programs supported or linked media professionals throughout Africa, the Middle East, Asia, Eurasia, Latin America, and worldwide.   Program designs respond to the specific developmental needs of each assisted local, regional, or national media system.

Media sector programs generally involve focused support in the key directions of the legal enabling environment for free or freer media; the professional training of journalists, editors, and production staff; building local training capacities of journalism schools and mid-career training centers; management training and media business development; and support for professional and industry associations in the media sector.

Since the early-1990s, independent media programs by over 50 USAID Missions have progressively integrated evolving Information and Communication Technologies (ICT) into media support programs, adapted to local needs and infrastructure capacities.   Starting with simple Internet connections and web projects in the early 1990s, media assistance programs have progressively pushed the leading edges of ICT applications in the media sector.   Depending on specific country needs, current media programs generally encompass: Internet   and multi-media training for journalists; specialized training for bloggers and citizen reporters; development of databases to facilitate research, information, and news story exchanges among media; support for multi-media newsrooms and platforms; media applications of cell phone technologies; legal-regulatory support for expanding electronic media rights; and much more.   For example, USAID/Russia was already in the early-mid 1990s assisting local media to create web versions, exchange news stories via the Internet, and share experiences at so-called New Media, New World conferences. USAID/Russia now broadly provides blogger training, technical guidance, and legal support, including creation of a Media Lawyers Center to advocate for Internet freedoms.   ICT also finds heavy applications in less advanced media markets.   For example, community radio stations even in the poorest rural markets (e.g. Mali, Haiti, Timor-Leste) make more effective use of Internet information exchanges and cell-phone interactive connectivity with their audiences as the result of USAID-supported media programs.

The success of U.S. media assistance varies, depending upon the specific program and country context. For instance, DCHA/DRG's Media Assistance Utilizing Technological Advancements and Direct Online Response (MATADOR) program provides short-term consultative assistance to NGOs and independent media organizations on the use of new media technologies to enhance countries' communication and/or coordination efforts.   MATADOR interventions are pilot activities aimed at ascertaining the most effective technology-based programmatic approaches to strengthening democracy, human rights, and governance abroad.   In closed societies, a new Internet Security Coalition (ISC) project advances sustained technical assistance to civil society organizations, independent media and individuals whose use of ICT for expression, journalism, communications and advocacy is important for their societies, but potentially risky.   ISC bridges the gap between cybersecurity specialists in the developed world and developing-world rights defenders by forging the links within the ecosystem such that it, the ecosystem, can become a loose network that shares information on best practices and assumes the role of organically providing technical assistance.   Activities related to building the coalition, as well as direct technical assistance will build the foundation of the project.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Civil Society								
Performance Indicator: Number of Non-state News Outlets Assisted by U.S. Government								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
2,142	1,488	1,761	1,769	1,624	1,507	Below Target	1,865	1,545
Data Source: FY 2011 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Because country-specific trends in media freedom often fluctuate from year to year, this indicator seeks to measure a net gain of countries with improved media freedom scores among a select group of countries receiving media assistance. Whereas individual country scores may fluctuate from year to year, the expectation is that more countries will improve rather than decline in any given year, and that by FY 2015 at least half the target countries will have a net improved score of at least ten points on the Freedom of the Press Index since 2008.

According to the Freedom House Press Index, a number of countries experienced significant declines in press freedom in FY 2011—particularly in the Middle East, where a number of governments with long-standing records of hostility to the free flow of information took further steps to constrict press freedom by arresting journalists and bloggers and censoring reports on sensitive political issues. The unfolding developments of the Arab Spring demonstrate, however, that even in countries where democratic transitions appear stalled or reversed, U.S. support for alternative independent media platforms and professional training of journalists, lawyers, and media freedom advocates can slow the backsliding tendencies or build latent democratic capacities that can come into play during periods of liberalization. For FY 2011, 52 percent of U.S.-assisted countries improved their Freedom of the Press Index by at least ten points, exceeding the FY 2011 target by 2 percent.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Civil Society								
Performance Indicator: Freedom House Freedom of the Press Score								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	50.0%	52.0%	Above Target	50.0%	50.0%
Data Source: "Freedom of the Press Index." Freedom House.								
Data Quality: The USAID Analysis, Information Management and Communication (AIM) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Women and Civil Society

The United States focuses a significant amount of its resources on supporting programs that benefit women globally. In FY 2011, the United States supported more than 45 programs totaling approximately $45 million. Seventeen of these programs started in FY 2011. These programs target three key areas: (1)

promoting women's political empowerment, participation, and decision-making; (2) providing health, vocational, psychosocial and legal services to vulnerable women; and (3) enhancing women's access to, and participation in, civil society.

In Tunisia, one program trained approximately 40 female media and civil society representatives on techniques for working together to promote women's involvement in Tunisian politics. In Egypt, hundreds of women have been trained on how to plan a campaign and run for election.   In Iraq, a U.S.-funded initiative launched the first ever female-owned commercial advertising agency that is not only advancing woman's role in the media industry, but also cultivating cutting edge reporting on women's political, economic, and social participation across the country.

Other programs funded by the United States also focus on the provision of important health, vocational, psychosocial, and legal services to vulnerable women, including victims of gender-based violence (GBV). In the Democratic Republic of Congo (DRC), the United States funds a program to increase the technical capacity of the Congolese police to uncover, analyze, and catalog forensic evidence from mass graves and investigate GBV crimes; train local leaders to preserve evidence and aid the authorities in their investigations; provide legal and psychosocial counseling for victims living in remote areas via a mobile unit; educate the public on efforts to aid victims; and increase coordination among relevant actors.   The program employs innovation technology such as satellite phones, a reporting hotline, satellite-internet, and video-conferencing to prevent future violations and to overcome operational constraints experienced by rural police in investigating GBV cases when they do occur.   Approximately 45 Congolese police officers and 13 military personnel have been trained on techniques for investigating GBV cases and 83 GBV survivors have received free legal and psychological counseling. In Iraq, a U.S.-funded GBV initiative that included a multidimensional program composed of integrated victim services and a successful educational campaign for village residents and political and religious leaders, led to the first of its kind declaration of a village being "Female Genital Mutilation Free."

Finally, our women's programs focus on enhancing women's access to and participation in civil society.   In Belarus, a U.S.-funded program conducted a survey of working conditions for women in manufacturing and collected approximately 500 surveys with the goal of measuring women's attitude toward the quality of their work and family life.   As a result, the program implementers designed new services and community outreach programs created to help women self-organize and more effectively advocate for improved working conditions. In Laos, another U.S. initiative brought female Lao officials to Mongolia to meet with female-run civil society organizations (CSOs) and other groups that promote women's participation and rights protection. This exposure to a democratic environment greatly increased participants' understanding of the positive role civil society can play in a country.

The United States far exceeded its original target to train 700 women, training 2,060 women, through its civil society and women's programs.   This exponential increase in number of beneficiaries reached can be explained by the fact that the original targets set for U.S.-funded media programs did not include a wider range of nontraditional journalists, such as bloggers and community journalists.   However, these recipients were included as beneficiaries.   In Tajikistan, one program trained 356 female journalists and in Nepal, another program trained 327 female journalists.

Empowering women and ensuring gender equality will remain high priority for U.S. foreign assistance programming.   Furthermore, the United States will continue to encourage all of its foreign assistance recipients to include more women in the implementation of program activities, as well as program beneficiaries.

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Civil Society								
Performance Indicator: Number of Women Trained through DRL Civil Society/Women's Programs								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	600	700	2060	Above Target	800	
Data Source: Required grantee quarterly and final narrative reports submitted to DRL.								
Data Quality: Indicator is logically related to program activities, and data are submitted in a timely manner and reliably stored after receipt. For the majority of projects, an independent evaluator reviews results reported by an implementing partner. Site visits by DRL officers are also conducted. Data quality weakness comes primarily from a lack of consistent data collection process due to the great variety of implementing partners.								

Program Area: Health - HIV/AIDS

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,630,159**	**9,072,794**	**8,575,805**
HIV/AIDS	**5,683,610**	**5,893,110**	**5,680,250**

The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) is the U.S. Government's initiative to help save the lives of those suffering from HIV/AIDS around the world. This historic commitment is the largest by any nation to combat a single disease internationally, and PEPFAR investments also help alleviate suffering from other diseases across the global health spectrum. PEPFAR is driven by a shared responsibility among donor and partner nations and others to make smart investments to save lives. PEPFAR is advancing this agenda in the context of stronger country ownership, with the long-term goal of transitioning host countries (inclusive of all stakeholders) to plan, oversee, manage, deliver and finance a health program responsive to the needs of their people without development assistance.

The PEPFAR program has placed a heightened emphasis on supporting the creation of an AIDS-free generation globally by reducing the number of incident HIV infections in PEPFAR priority countries in Sub-Saharan Africa by 20 percent; expanding antiretroviral treatment to six million patients; increasing coverage of voluntary male circumcision and prevention of mother-to-child transmission (PMTCT), and procuring condoms to meet global need.

Antiretroviral Therapy (ART)

Antiretroviral (ARV) treatment provides direct therapeutic benefits for the individuals who receive treatment by increasing the length and quality of their lives and enabling many individuals to resume normal daily activities and providing care for their families. ARVs reduce viral load in patients on therapy, and lower viral loads are associated with decreased rates of transmission. The indicator on the number of people receiving HIV/AIDS treatment measures the reach of PEPFAR, and can be analyzed to identify which countries are facing challenges in scaling up their programs and which may have best 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.

Increasing enrollment of individuals into ARV treatment programs expands the number of persons receiving life-saving medication, improves quality of life, restores families and communities, and strengthens national strategies to address wide-ranging health and non-health concerns. In addition,

persons receiving these treatments are less able to transmit the virus, so incident infections will be much reduced as these programs expand. FY 2012 and FY 2013 targets for this indicator are based on the recent Presidential Announcement and represent the aggregate totals of individual country targets for the 34 PEPFAR operating units. The targets are calculated on the basis of multi-year trends, implementing partner and host-country scale-up plans, and available resources. Enrollments at sites were slightly greater than projected, which led to performance exceeding targets.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Health - HIV/AIDS								
Performance Indicator: Number of adults and children with advanced HIV infection receiving antiretroviral therapy (ART)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	3.8M	3.9M	Above Target	5.0M	6.0M
Data Source: Semi-Annual and Annual Progress Reports as captured in U.S. Government Country Operational Plan Report Systems. Most of the 34 PEPFAR operating units contribute to the treatment data. The 34 operating units include Angola, Botswana, Cambodia, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d_Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Departments of Health and Human Services, Defense, and the Peace Corps.								
Data Quality: Data Quality: The data are verified through triangulation with annual reports by the United Nations Joint Program on HIV/AIDS (UNAIDS) and the World Health Organization (WHO) that identifies numbers of people receiving treatment. Country reports by UN agencies such as UNICEF and the UN Development Program indicate the status of such human and social indicators as life expectancy and infant and under-5 mortality rates.								

Minimum Care Services

PEPFAR supports a variety of care and support interventions designed to help ensure that orphans and vulnerable children and people living with HIV/AIDS receive treatment at the optimal time; receive needed support for prevention; receive social, spiritual, and emotional support; and remain healthy and free of opportunistic infections.

Although the FY 2011 result is below target for the fiscal year, it exceeds the legislatively-mandated target to be achieved by the close of FY 2013 of 12M, and work will continue to provide care services to eligible adults and children.   These targets represents the aggregated estimate of all PEPFAR-supported country programs, based on country-specific scale-up trends for care, as well as for service entry points in testing and counseling, Prevention of Mother-to-Child Transmission (PMTCT), Antiretroviral Therapy (ART) and other services.

Target projections were based on a smooth, increasing trajectory of estimated enrollments, associated with comparable scale-up patterns for point-of-entry services. This modeling to estimate future achievements requires some adjustment to more accurately reflect actual patterns in the field. The projections model will be revised according to prior year data trends and country-level target setting.

STRATEGIC GOAL THREE					*New to APR/APP*			
Program Area: Health - HIV/AIDS								
Performance Indicator: Number of eligible adults and children provided with a minimum of one care service								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	13.8M	12.9M	Below Target	15.1M	16.5M

Data Source: Semi-Annual and Annual Progress Reports are captured in U.S. Government Country Operational Plan Report Systems. Most of the 34 Operating units contribute to the care and support data. The 34 operating units include Angola, Botswana, Cambodia, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d_Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Departments of Health and Human Services, Defense, and the Peace Corps.

Data Quality: Data are verified through triangulation with population-based surveys of care and support for orphans and vulnerable children; program monitoring of provider-supported activities; targeted program evaluations; and management information systems that document data from patient care management, facility, community, and program management systems.

Treatment Recipients

Antiretroviral (ARV) treatment provides direct therapeutic benefits for the individuals who receive treatment by increasing the length and quality of their lives which enables many individuals to resume normal daily activities and provide care for their families. ARV treatment reduces the viral load in patients on therapy, and lower viral loads are associated with decreased rates of transmission. The number of people receiving HIV/AIDS treatment measures the reach of PEPFAR, and can help identify which countries are facing challenges scaling up their programs, and those with identified best practices which might 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.

Increasing enrollment of individuals into ARV treatment programs expands the number of persons receiving life-saving medication, improves quality of life, restores families and communities, and strengthens national strategies to address wide-ranging health and non-health concerns. In addition, persons receiving these treatments are less able to transmit the virus, so incident infections will be reduced as these programs expand. Because of the rapid scale-up of the programs with the partner nations in FY 2011, the United States directly supported treatment to some 3.9 million people living with HIV, exceeding the target by 100,000.

The targets for this indicator represent the aggregate total of the individual country targets for the 34 PEPFAR Operating Units. These targets are calculated on the basis of multi-year trends, implementing partner and host-country scale-up plans, and available resources. Enrollments at sites were greater than projected, so targets were exceeded. This is the final year that this indicator will be reported in the APR/APP. In its place, the better measure of *Antiretroviral Recipients* will be used.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - HIV/AIDS								
Performance Indicator: Number of People Receiving HIV/AIDS Treatment								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1.3M	2.0M	2.5M	3.2M	3.8M	3.9M	Above Target	>4.0M	>4.0M

Data Source: Semi-Annual and Annual Progress Reports as captured in U.S. Government Country Operational Plan Report Systems. Most of the 34 operating units contribute to the treatment data. The 34 operating units include Angola, Botswana, Cambodia, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d_Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Department of Health and Human Services, Department of Defense, and Peace Corps.

Data Quality: The data are verified through triangulation with annual reports by the United Nations Joint Program on HIV/AIDS (UNAIDS) and the World Health Organization (WHO) that identifies numbers of people receiving treatment. Country reports by UN agencies such as UNICEF and the UN Development Program indicate the status of such human and social indicators as life expectancy and infant and under-5 mortality rates.

Infections Prevented

Effective prevention programs are essential to ending the HIV/AIDS pandemic. Prevention of new infections among newborns and in the adolescent and adult populations will reduce morbidity and mortality caused by AIDS, reduce the potential number of orphaned children, reduce loss of income to families caused by illness and death of income earners, and keep the pool of those needing treatment smaller, thus reducing costs to families and to the health system associated with their treatment and care. Because an infection averted is a non-event, this estimate needs to be modeled based on surveillance reports. The estimate of impact through FY 2011 is expected to be available in FY 2013 at the earliest.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - HIV/AIDS								
Performance Indicator: Estimated Number of HIV Infections Prevented								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	TBD	N/A	Data not available	TBD	TBD

Data Source: Impact results for FY 2010 are not expected to be available until FY 2012. PEPFAR's legislative target from FY 2010 - FY 2014 is to prevent more than 12 million infections. The U.S. Census Bureau has developed a model to estimate the number of HIV/AIDS infections averted using extrapolated data from antenatal care clinic (ANC) sentinel surveillance, surveys compiled by various government ministries, population-based surveys such as the Demographic and Health Surveys (DHS), and other relevant information provided by the government.

Data Quality: The data quality of the ANC sentinel surveillance surveys is good to excellent. The DHS data is considered to represent the gold-standard for survey data.

Care and Support Service Recipients

PEPFAR supports a variety of care and support interventions designed to help ensure that orphans and vulnerable children and people living with HIV/AIDS receive treatment at the optimal time; receive needed support for prevention; receive social, spiritual, and emotional support; and remain healthy and free of opportunistic infections. The United States provided care and support services for 12.9 million people,

including approximately 4.1 million orphans and vulnerable children, but fell short of the target of 13.8 million. The target projections were based on a smooth, increasing trajectory of estimated enrollments, associated with comparable scale-up patterns for point-of-entry services. This modeling to estimate future achievements requires some adjustment to more accurately reflect actual patterns in the field. To improve performance the projections model will be revised according to prior year data trends and country-level target setting. The FY 2012 and FY 2013 targets represent the aggregate total of individual country targets for the 34 PEPFAR operating units. The aggregate result exceeds legislatively-mandated target for this phase of PEPFAR, a total of 12M, to be achieved by the end of FY 2013. This is the final year that this indicator will be reported in the APR/APP. In its place, the better measure of *Minimum Care Services* will be used.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - HIV/AIDS								
Performance Indicator: Number of People Receiving HIV/AIDS Care and Support Services								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
6.6M	9.7M	11.0M	11.4M	13.8M	12.9M	Below Target	15.1M	16.5M
Data Source: Semi-Annual and Annual Progress Reports are captured in U.S. Government Country Operational Plan Report Systems. Most of the 34 operating units contribute to the care and support data. The 34 Operating units include Angola, Botswana, Cambodia, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d_Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Departments of Health and Human Services, Defense, and the Peace Corps.								
Data Quality: Data are 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, facility, and program management systems.								

Program Area: Health - Tuberculosis

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,633,363**	**9,073,544**	**8,575,805**
Tuberculosis	**238,379**	**256,297**	**232,000**

Twenty-two developing countries account for 80 percent of the world's tuberculosis (TB) cases, and in FY 2010, the disease killed approximately 1.4 million people. In FY 2011, USAID achieved significant progress in TB by providing global technical leadership and supporting the expansion of quality TB control in 41 countries. The latest WHO data show that in USAID's 20 Tier 1 priority countries, death and prevalence rates had decreased 29% and 13%, respectively, compared with 1990 levels, and twelve of the 20 USAID priority countries achieved treatment success rates of 85 percent or more. Detection of all forms of TB reached 60 percent, and more than 1.37 million smear-positive TB cases were successfully treated in all USAID-supported countries. In addition, in USAID-supported countries, more than 19,000 multi-drug-resistant TB (MDR-TB) cases have been detected and put on treatment.

The focus of USAID's TB program is to improve the quality of basic TB services as well as to prevent and combat multi-drug-resistant TB (MDR-TB) and extremely drug-resistant TB. Resources are used to expand the directly-observed-treatment short-course (DOTS) strategy in health facilities and communities

to maintain the quality of TB programs and intensify case finding; help reinforce health systems; address MDR-TB and TB/HIV and other challenges; engage all care providers, public and private; empower people with TB and the communities that care for them; and promote research.   In particular, the programs supported the expedited scale-up of MDR-TB diagnosis and treatment, improved surveillance capacity, and improved infection control practices.   The results achieved are expressed in terms of the contribution of U.S. resources to national TB outcomes, leveraged with funds from other donors, particularly the Global Fund to Fight AIDS, TB, and Malaria.   Members of the Stop TB Partnership, including the World Health Organization and USAID, promote accelerated implementation of the Stop TB Strategy. The three performance indicators for TB programs measure the treatment success rate (TSR), case detection rate (CDR), and case notification rate (CNR).

TB Treatment Success Rate #1

The new Treatment Success Rate measure is "Percent of registered new smear positive pulmonary TB cases that were cured and completed treatment under DOTS nationally."   It is defined as the proportion of new smear-positive TB patients who are either cured (as confirmed by a bacteriological test at the end of treatment) or who complete their entire course of treatment (without bacteriological confirmation of a cure). In 1991, the World Health Assembly set a TSR target of 85 percent for each country. TSR is an outcome measurement of the quality of the program to successfully treat each patient put on treatment. Because TB is transmitted in the air when an infected person coughs or sneezes, effective treatment of persons with the disease is critical to interrupt the transmission of TB. TB patients who do not successfully complete their treatment are at higher risk for developing multidrug-resistant TB (TB resistant to the two most effective anti-TB drugs), and transmitting MDR-TB to their community. Tracking the progress toward meeting or exceeding the TSR target is a key indicator of how effectively programs in priority countries fight this disease. TSR improved steadily in high-burden countries and in countries with confirmed drug-resistant cases of TB in Africa, Asia, and the Middle East.

The TSR is an important indicator to track because it provides a useful indication of the effectiveness of a country's TB control program. As more TB patients successfully complete their treatment, there is likely to be less transmission of TB within a community, and less likelihood for a TB patient to develop and transmit MDR-TB. In FY 2012, the number of TB "priority" countries will change; Brazil and Pakistan will no longer receive TB funds and several Tier-2 countries will be included. Given the size and success of these programs in Brazil and Pakistan, it is likely to impact the FY 2012 treatment success rate. Due to this uncertainty, the FY 2012 target will remain at 86 percent.   Since there are a number of countries with TSRs far below 86 percent, a one percent increase in TSR by FY 2013 is expected.

(This indicator is essentially the same as the previous "Average TB Treatment Success Rate" but clarifies how TSR is calculated. Currently, the indicator measures TSR for the 20 Tier-1 priority countries (listed below); however, the list of countries will change for FY 2012. Currently there are 20 Tier-1 priority countries and 21 Tier-2 priority countries but in FY 2012, the number of priority countries will be 26).

TB Treatment Success Rate #2

The TSR is the proportion of patients who complete their entire course of treatment for tuberculosis, with an 85 percent target for each country.   Because TB is transmitted through the air when an infected person coughs or sneezes, effective treatment of persons with the disease is critical to interrupt the transmission of TB.   The TSR is an outcome measurement of the quality of the program to successfully treat each patient put on treatment. Tracking the progress toward meeting or exceeding the TSR target of 85 percent is a key indicator of how effectively programs in priority countries fight this disease.   TSR improved steadily in high-burden countries and in countries with confirmed drug resistant cases of TB (known as Tier-1 countries) in Africa, Asia, and the Middle East.   The United States exceeded its target in FY 2010 because

USAID's TB programs successfully addressed constraints in priority countries by focusing on initiatives to diagnose TB cases sooner while improving case holding and treatment adherence in public and private sector settings.

The Treatment Success Rate (TSR) provides a useful indication of the effectiveness of a country's TB control program.   As more TB patients successfully complete their treatment, there is likely to be less transmission of TB within a community, and less likelihood for a TB patient to develop and transmit MDR-TB. Countries that met or exceeded the TSR target have continued to improve their programs and increase their treatment success rates. In fact, only one additional country, Nigeria, met the target in FY 2011. In the remaining eight countries, more work is needed to improve the TSR.

This indicator will be dropped and replaced with a similar TSR indicator in the following years, therefore no out year targets are set.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Health - Tuberculosis								
Performance Indicator: Percent of registered new smear positive pulmonary TB cases that were cured and completed treatment under DOTS nationally (Treatment Success Rate)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	86%	Data not available	86%	87%
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. Countries covered are Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe. As mentioned above, the list of countries will change in FY 2012 (removing Brazil and Pakistan and adding several Tier 2 countries). This indicator tracks data that are two years old due to the duration of TB treatment. For example, FY 2011 data is actually 2009 data reported by WHO.								
Data Quality: The USAID Analysis, Information Management and Communication (AIM) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - Tuberculosis								
Performance Indicator: Average Tuberculosis Treatment Success Rate (TSR) in Priority Countries								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	80%	82%	84%	85%	86%	Above Target	N/A	N/A
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. Countries included in this average are: Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe. Targets are set three years in advance and due to the duration of TB treatment results are reported from data that are two years old. This indicator tracks 20 tier-one countries for which progress can be monitored consistently over time. The rate provided is the median of TSR rates from all of the 20 tier-one countries. *The calculation methodology for this indicator changed in FY 2008, which is now the new baseline year.								
Data Quality: The USAID Analysis, Information Management and Communication (AIM) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

TB Detection and Notification Rate

The case notification rate (CNR) refers to new TB cases notified to WHO for a given year, expressed per 100,000 population. Because effective treatment of TB patients reduces TB transmission, early detection is one of the main strategies of TB control, and this indicator measures a program's capacity to new cases. Since information on true incidence or prevalence of TB disease is either estimated or unlikely to be available in many countries, this indicator tracks the actual TB notifications in a country rather than a proportion of these notified cases to the estimated incidence. Trends over time in case notification usually indicate changes in program coverage and capacity to detect TB cases. Additionally, it provides data for program planning and M&E purposes, and it should be used as a measure to guide these activities. For example, an upward trend in case notification rates can reflect an improvement in program performance or, in some cases, the impact of the HIV/AIDS epidemic.

The TB case notification rate will let the U.S. Government track how many new TB cases per year are detected and notified to the WHO. In countries where case detection is not 100 percent, the trend in TB case notifications may indicate changes in program coverage, access and capacity to detect TB cases. Currently, USAID priority countries have not yet detected 100 percent of their cases, therefore a rise in TB case notifications of the next few years is expected.

For target setting, trends in the TB case detection rate have been analyzed in Tier-1 priority countries in FY11(Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe). FY 2012 and FY 2013 targets are based on these past trends plus expectations of similar budgets for FY 2012 and FY 2013. In FY 2012, the number of TB "priority" countries will change which may impact our results and targets; Brazil and Pakistan will no longer receive TB funds and several Tier-2 countries will be included. This is a new indicator, however, so there were no targets for FY 2011.

TB Smear-Positive Case Detection Rate

The CDR is measured by dividing the annual number of new smear-positive notifications by estimated annual number of new smear-positive cases (incidence). Achievement of a high CDR contributes to the reduced transmission of TB in the community as infectious cases are detected and treatments are provided. CDR efforts directly contribute to advances in the control of TB by diagnosing and notifying those who test positive for TB and providing them access to treatment through Directly Observed Treatment (DOTS) Programs. Tracking the progress toward meeting or exceeding the CDR target of 70 percent is a key indicator of program effectiveness. The CDR is an important indicator to track because it provides information on the percent of TB cases detected out of the total number of estimated number of cases in a country. It facilitates an understanding of the progress of a country's case finding efforts and helps focus additional active case finding efforts towards universal access.

The United States exceeded its target in FY 2010 because USAID's TB programs successfully addressed constraints in priority countries by strengthening laboratories, increasing involvement with the private sector, building human resource capacity, and improving leadership and management of facilities. Trends in the TB case detection rate were analyzed over the past several years in Tier-1 priority countries (Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe). FY 2012 and FY 2013 targets are based on these past trends plus expectations of similar budgets for FY 2012 and FY 2013.

WHO is no longer estimating new smear-positive TB cases, therefore, USAID can no longer track the smear-positive case detection rate and are unable to report for FY 2011. This indicator will be replaced with an all-forms TB Case Detection Rate.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Health - Tuberculosis								
Performance Indicator: Case notification rate in new sputum smear positive pulmonary TB cases per 100,000 population nationally								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	115/100,000	Data not available	117/100,000	119/100,000
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. Countries covered are Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe. As mentioned above, the list of countries will change in FY 2012 (removing Brazil and Pakistan and adding several Tier 2 countries).								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - Tuberculosis								
Performance Indicator: Average Tuberculosis Case Detection Rate (CDR) in Priority Countries								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	55%	58%	63%	65%	N/A	Data not available	67%	N/A
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. Countries covered are Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe. Targets are set three years in advance and results are reported from data that is one year old. This indicator tracks 20 tier-one countries for which progress can be monitored consistently over time. The calculation methodology for this indicator changed in FY 2008, which is now the new baseline year.								
Data Quality: USAID's Knowledge Management Services (KMS) Project examines all third-party data for this indicator, and triangulates them with various sources to verify their quality, validity, and reliability.								

Program Area: Health - Malaria

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,633,363**	**9,073,544**	**8,575,805**
Malaria	**618,760**	**650,000**	**619,000**

Last year, an estimated 781,000 people died of malaria and about 225 million people suffered from acute malarial illnesses. The 2008-2014 U.S. Hyde-Lantos Malaria Strategy, which is being implemented under the President's Malaria Initiative (PMI), sets out two major goals: (1) expanding malaria control efforts in sub-Saharan Africa, with a particular focus on Democratic Republic of Congo and Nigeria, the two countries with the greatest burden of malaria in Africa, to halve the burden of malaria in 70 percent of at-risk populations in Africa (or about 450 million people); and (2) expanding efforts to control malaria and thereby contain the spread of multidrug resistant malaria in the Greater Mekong region of Southeast Asia

and the Amazon Basin of the Americas. The United States, and its malaria control efforts, led by USAID in collaboration with the Centers for Disease Control and Prevention, have played a major role in the global malaria response and is the single largest donor to the Global Fund to Fight AIDS, Tuberculosis and Malaria, while also contributing substantial funding to the World Bank.

Dramatic increases in the coverage of malaria control measures and reductions in child mortality are being documented in nationwide household surveys as a result of the contributions of PMI, prior U.S. assistance, national governments, and other donors. During the past five years, 11 PMI countries – Angola, Madagascar, Ghana, Kenya, Malawi, Mali, Rwanda, Senegal, Tanzania, Uganda, and Zambia – have reported an increase in household ownership of one or more Insecticide Treated Nets (ITNs) from an average of 31 to 60 percent. At the same time, usage of an ITN among children under-five more than doubled from an average of 21 to 50 percent, and similar increases have been documented for usage of ITNs by pregnant women. This increased ITN ownership and use, together with 25 million residents protected through PMI-supported IRS, means that a large proportion of the at-risk populations in PMI focus countries are now benefiting from one or more highly effective malaria prevention measures.   In 2010 alone, more than 65 million people benefited from malaria prevention and/or treatment interventions in the 17 PMI countries/programs.   In 10 PMI focus countries (Angola, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Rwanda, Senegal, Tanzania, and Zambia), all-cause mortality rates among children less than five years of age have dropped by 16 to 50 percent.   While a variety of factors are probably influencing the decline in under-five mortality rates, there is strong and growing evidence that malaria prevention and treatment efforts are playing a major role in these reductions.

Protection Against Malaria

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 also a proven and highly effective malaria control measure if applied correctly.   These interventions are the cornerstone of the President's Malaria Initiative's prevention strategy. Measuring the number of people protected against malaria with a prevention measure (ITN and/or IRS) that is U.S.-supported indicates whether U.S. assistance is extending prevention measures in 17 African countries.

With increased funding through PMI, the U.S. Government is now supporting the distribution of ITNs to achieve universal coverage across the PMI countries.   In addition, IRS activities have also increased with evidence showing that there is an additive protective effect of combining IRS with ITNs. With the increased U.S. funding PMI has received for malaria, the program has also expanded into two new countries, DRC and Nigeria.

The target is set by estimating the number of ITNs that PMI will procure and distribute and the number of houses that PMI will spray in the following year based on the annual Malaria Operational Plans.   Funding levels and addition of countries are also considered.

STRATEGIC GOAL THREE								
Program Area: Health - Malaria								
Performance Indicator: Number of people protected against Malaria with a prevention measure (Insecticide Treated Nets or Indoor Residual Spraying)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
22M	25M	30M	40M	46M	58M	Above Target	67M	75M

Data Source: The 17 PMI focus countries are Angola, Benin, DRC, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda, and Zambia. The 2006 results are based only on efforts in Angola, Tanzania, and Uganda. The FY 2007 results reflect activities completed in seven countries and rapid start-up activities initiated in eight new countries. The FY 2008, FY 2009, and FY 2010 results reflect activities completed in all 15 PMI countries. The FY 2011 results include the original 15 PMI countries as well as the addition of activities in two new PMI countries, DRC and Nigeria. The estimated results account for double-counting by reducing the overall reported numbers by 10percent, which reflects an estimated percentage of the population in PMI countries benefiting from PMI-supported IRS and ITNs.

Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each operating unit must document the methodology for conducting DQAs. (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 - Other Public Health Threats

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,633,363**	**9,073,544**	**8,575,805**
Other Public Health Threats	**133,696**	**129,001**	**103,639**

More than one billion people suffer globally from the severe disfigurement, disability and blindness caused by neglected tropical diseases (NTDs). These diseases disproportionately impact poor and rural populations that lack access to safe water, sanitation, and essential medicines. They cause sickness and disability, contribute to childhood malnutrition, compromise children's mental and physical development, and can result in blindness and severe disfigurement. In addition, the impact of loss of productivity due to poor health is considerable. Seven of the most prevalent NTDs – lymphatic filariasis (elephantiasis), schistosomiasis (snail fever), trachoma (eye infection), onchocerciasis (river blindness), and three soil-transmitted helminthes (hookworm, roundworm, and whipworm) can be controlled using single dose medication to all eligible individuals in an affected community at regular intervals. Since the approach to addressing these diseases is similar, an integrated delivery strategy for mass drug administration is utilized that is both highly effective and cost efficient.

USAID's NTD goal under the GHI is to reduce the prevalence of seven of these diseases by 50 percent among 70 percent of the affected population. This includes contributing to the elimination of onchocerciasis in the Americas by 2016 and the elimination of lymphatic filariasis globally by 2020. Under the USAID NTD program, the U.S. Government provided more than 145.9 million treatments to 65 million people in FY 2011. This was made possible by a dynamic public-private partnership with the pharmaceutical sector that has provided $948 million in donated drugs to date.

Neglected Tropical Disease Treatments

The number of treatments is based on population coverage at district level for at risk populations as determined by district level mapping, Mass Drug Administration (MDA) coverage and rounds of coverage.

The expected impact of the delivery NTDs treatments through USG-funded programs is a reduction in the number and percentage of individuals of the target population at risk for lymphatic filariasis and trachoma.

The FY 2011 target was 200,000,000 however only 149,500,000 treatments have been recorded as delivered at the time of this report.   The reason for the shortfall is that the final quarter of data collection is still ongoing for recently completed mass drug administrations.   Data collection is currently ongoing and will be completed in early FY 2012.   Target populations are determined based on district level disease mapping.   The program will be expanding into three new countries in FY 2012.

STRATEGIC GOAL THREE								
Program Area: Health - Other Public Health Threats								
Performance Indicator: Number of Neglected Tropical Disease (NTD) treatments delivered through USG-funded programs								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
36.8M	58.0M	136.6M	162.0M	200.0M	145.9M	Below Target	250.0M	300.0M
Data Source: Data is obtained from National NTD Program in Burkina Faso, Ghana, Mali, Niger, Uganda, Sierra Leone, Haiti, Nepal, Cameroon, Togo, Tanzania, Indonesia, Guinea, Bangladesh, Philippines, Vietnam and South Sudan. The data is collected and entered into the USAID NTD Program Database.								
Data Quality: The USAID Envision Project and END in Africa Project review all third-party data collected at the national level for this indicator. As appropriate the data is triangulates with a variety of sources to verify their quality, validity, and reliability.								

Program Area: Health - Maternal and Child Health

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,633,363**	**9,073,544**	**8,575,805**
Maternal and Child Health	**862,893**	**929,546**	**885,742**

In FY 2011, USAID's Bureau for Global Health (GH) played a key role in advancing GHI principles and progress toward goals to increase the survival of mothers, newborns, and children by supporting innovation and research, providing technical support to countries, and exerting global leadership.

Key achievements in research and innovation include: a USAID-supported, WHO-led, multi-center clinical trial, which found that a simplified regimen for the Active Management of the Third Stage of Labor – omitting controlled cord traction – results in little increased risk of severe hemorrhage during the provision of obstetric care.   Research in sub-Saharan Africa is assessing the prevalence of disrespect and abuse of women delivering in facilities and testing interventions to tackle the problem and increase the use of skilled care.   An analysis of Demographic and Health Surveys has documented the rapidly growing proportion of births in private sector facilities, highlighting a trend requiring special attention because regulation of quality in the private sector presents challenges.   Research in Pakistan on the treatment of severe pneumonia found that children treated at home for severe pneumonia by community health workers were more likely to recover than children referred to health facilities. The results from this study may provide the evidence necessary for policymakers to change the global recommendation on community-based management of pneumonia.

USAID has supported a number of country-level advances in Maternal and Child Health (MCH). Through the Helping Babies Breathe Global Development Alliance, over 24,000 health workers in 27 countries were

trained to resuscitate newborns that need help in taking their first breath. The USAID fistula program supported 34 repair centers in 11 countries, completing more than 4,600 surgical repairs in FY 2011. The program has expanded its prevention focus and now supports 43 sites for prevention.

USAID, with partners, continues to provide direct help to countries to strengthen routine immunization and introduce new vaccines, while coordinating with WHO, UNICEF and the Global Alliance for Vaccines and Immunization (GAVI) to improve immunization introduction and coverage in dozens of countries. Through partnership with the Global Polio Eradication Initiative, significant progress was achieved in 2011; the number of polio cases in 2011 was 536 as of November 29, compared with 799 cases at the same point in 2010.

USAID's Child Survival and Health Grants Program reached 7,472,766 beneficiaries in 24 countries in FY 2011, with integrated, high-impact MCH interventions delivered through innovative community-oriented approaches, designed and implemented by US PVOs/NGOs and their local partners. Fifteen projects that came to an end in FY 2011 are estimated to have saved the lives of approximately 26,800 children under five.

USAID is leading several Agency partnerships to promote maternal and child survival. The public-private Mobile Alliance for Maternal Action (MAMA) is catalyzing a global network to harness the power of mobile technology. With other governments and foundations, the Saving Lives at Birth Grand Challenge for Development identified potential transformative technologies and approaches from 600 applications and is now supporting 16 of these. USAID also began work with private sector partners and the UN to promote global action to improve availability of the key medicines through the planned UN Commission on Commodities for Women's and Children's Health.

Skilled Birth Attendants

Having a skilled attendant at birth is a critical component of efforts to reduce maternal mortality. Most non-abortion-related maternal deaths happen during labor and delivery or within the first few days following delivery. Because potentially fatal complications can occur among women who do not fall into any of the traditional high-risk groups, they are difficult to predict and prevent. In many countries, most births occur at home. Increasing the frequency of deliveries assisted by skilled birth attendants in homes and health care facilities is important for prompt recognition of complications, initiation of treatment, and lives saved. An increase in the coverage of attended births by skilled personnel is expected to contribute to lower maternal and child morbidity and mortality.

Because 2011 is the first year that this indicator has been calculated using the restricted definition of a skilled birth attendant provided by WHO, comparison with earlier data is misleading. When compared with 2010 data calculated based on the current definition, the actual change in the use of skilled birth attendants is an increase from 44.4 percent to 45.4 percent, which is consistent with past trends. Substantively, low growth or even decline in skilled birth attendants coverage, occurring in some countries especially in sub-Saharan Africa, affects the global USAID target. Reasons vary by country and include: political changes affecting donor support and management of services; poor quality of care, including shortage of providers, unpredictable "24/7" coverage, and lack of supplies and drugs; and cost of care.

To increase the number of births attended by a skilled birth attendant, GHI intends to increase support for training, deploying, and motivating skilled birth attendants. GHI will promote awareness and planning in communities seeking care from skilled birth attendants. Reviewing evidence and supporting a policy dialogue to consider implementing financial incentives and improving referral systems will be undertaken. GHI will also work to improve the availability of supplies and drugs and implementation of quality improvement programs.

STRATEGIC GOAL THREE								
Program Area: Health - Maternal and Child Health								
Performance Indicator: Percent of births attended by a skilled doctor, nurse or midwife								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
39.7%	40.8%	41.8%	42.9%	50.9%	43.9%	Below Target	44.9%	46.0%
Data Source: Demographic Health Surveys and Census Bureau (for population weights) for the following countries: Afghanistan, Bangladesh, the Democratic Republic of the Congo, Ethiopia, Ghana, Haiti, India UP, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, Tanzania, Uganda, Yemen, and Zambia. Although Southern Sudan is an MCH priority country, there is no data for Southern Sudan.								
Data Quality: Reliance primarily on Demographic Health Surveys which have a process to verify quality, validity, and reliability of data.								

Diphtheria/Pertussis/Tetanus (DPT3) Vaccinations

The Diphtheria/Pertussis/Tetanus (DPT3) vaccine coverage rate refers to the percentage in developing countries of children ages 12 to 23 months who receive all three doses of the vaccine at any time before the Demographic and Health Survey (DHS) is completed. Coverage of child immunization through regular programs, rather than special campaigns, improves overall immunization status.

Adequate DPT3 coverage contributes to reduced child morbidity and mortality by protecting children from contracting these diseases and preventing transmission.   Global coverage for DPT3 increased from 73 percent to 85 percent between FY 2000 and FY 2010.(footnote) Through the U.S.-supported Global Alliance for Vaccines and Immunization (GAVI), more than 288 million children have been immunized since 2000.   The World Health Organization projects that GAVI support for routine immunization programs has prevented five million future deaths from Hepatitis B, Haemophilus influenza type b, pneumococcaccal, rotavirus, measles, polio, yellow fever, meningitis type A and pertussis.   The U.S Government's Global Health Initiative builds on GAVI's efforts to immunize children comprehensively.

Targets were exceeded in FY 2011 due to a significant increase in national commitment and global financial support for new vaccine introduction and immunization.   Efforts were made to increase support at the country-level, to strengthen immunization delivery systems, and to reach more children. Indicator and target values were determined through calculation of population-weighted trends.

This figure includes developed countries, including the United States, while the indicator being monitored only includes the assisted countries listed.   Source is WHO/UNICEF Best Estimates.

STRATEGIC GOAL THREE								
Program Area: Health - Maternal and Child Health								
Performance Indicator: Percent of children who receive DPT3 vaccine by 12 months of age								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
59.6%	60.2%	61.0%	62.2%	62.3%	66.1%	Above Target	67.5%	68.8%

Data Source: Demographic Health Surveys and Census Bureau (for population weights) for the following countries: Afghanistan, Angola, Bangladesh, Benin, Cambodia, the Democratic Republic of the Congo, Ethiopia, Ghana, Guatemala, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, and Zambia.   All preliminary data and Guatemala Reproductive Health Survey data reflect children vaccinated at any time prior to being surveyed (as compared to prior to age one).   Note: 2011 data set does not include Bolivia, and adds Afghanistan, Angola, the Democratic Republic of the Congo, South Sudan, and Yemen. This revised country set applied to FY 2010 results produces an aggregate estimate of 64.8 percent. The FY 2011 result of 66.1 percent is therefore an increase of 1.3 percent over FY 2010, which is consistent with past targets and trends.

Data Quality: Reliance primarily on Demographic Health Surveys which have a process to verify quality, validity, and reliability of data.

Program Area: Health - Family Planning and Reproductive Health

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	8,633,363	9,073,544	8,575,805
Family Planning and Reproductive Health	632,600	660,982	642,700

Some 215 million women in developing countries have an unmet need for family planning, which translates annually into 53 million unintended pregnancies, 25 million abortions, 590,000 newborn deaths, and 90,000 maternal deaths.   Continuing high fertility rates also place rapidly expanding demands on other social sector and political systems, economic growth, and the environment.   In response, USAID advances and supports family planning and reproductive health (FP/RH) programs worldwide through field-driven program design and implementation, comprehensive technical support, timely and authoritative research, global leadership, and high-impact partnerships.

The U.S. FP/RH program is designed to expand access to high quality, voluntary family planning and reproductive health information and services, in order to reduce unintended pregnancy and promote healthy reproductive behaviors. USAID uses a variety of indicators to assess program progress, including modern contraceptive use, optimal birth spacing, and age at first birth.

Sustained increases in the use of modern contraception, improvements in birth spacing, and declines in early childbearing occur when people know about the health and other benefits of family planning; where they can obtain voluntary family planning services that are easily accessible, of high quality, and that offer a wide range of affordable temporary, long-acting, and permanent methods; and when family planning use becomes an accepted normative behavior.   U.S. 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.

Family planning is an efficient and cost-effective response to the serious public health issues of maternal and child mortality. As part of the GHI, FP/RH programs are becoming more integrated with other activities under the MCH and Nutrition Program Elements.

Contraceptive Use and Birth Spacing

Increased contraceptive use leads to decreases in unintended pregnancies and abortion rates and slows population growth over time.   The MCPR 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. The average MCPR is defined as the sum of the estimated annual MCPRs across all target countries as a proportion of (the number of target countries). Annual country estimates of MCPR are derived through moving averages using all available data points from Demographic and Reproductive Health Surveys. Estimates for future years are derived through linear extrapolation based on the last two available data points.

STRATEGIC GOAL THREE								
Program Area: Health - Family Planning and Reproductive Health								
Performance Indicator: MCPR: Modern method Contraceptive Prevalence Rate								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	26.4%	27.3%	28.4%	29.6%	29.8%	Above Target	30.8%	32.8%
Data Source: Demographic and Reproductive Health Surveys data: Bangladesh, Benin, Bolivia, Cambodia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India (UP), Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, and Zambia. For India, data are from Uttar Pradesh, where USAID's Family Planning/Reproductive Health program is focused, rather than from India as a whole.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

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 family planning assistance, USAID can assess the broader health impact of its family planning programs. Percentage of births spaced three or more years apart measures the proportion of all birth intervals (open and closed) that are 36 months or longer.

Annual country estimates of birth spacing are derived through moving averages using all available data points from Demographic and Health Surveys.   Estimates for years beyond the last available data point are derived through linear extrapolation based on the last two available data points.

STRATEGIC GOAL THREE				*Final Year in APR/APP*				
Program Area: Health - Family Planning and Reproductive Health								
Performance Indicator: Average Percentage of Births Spaced 3 or More Years Apart								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	44.8%	45.6%	46.6%	47.8%	48.3%	Above Target	48.7%	49.1%
Data Source: Demographic and Health Surveys data for Bangladesh, Benin, Bolivia, Cambodia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India (UP), Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, and Zambia. For India, data are from Uttar Pradesh, where USAID's Family Planning/Reproductive Health program is focused, rather than from India as a whole.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

First Births Before Age 18

Delaying the initiation of childbearing helps slow population growth by lengthening the time between generations. In addition, early childbearing has multiple detrimental health and non-health consequences. Women who give birth before the age of 18 are more likely to suffer from obstetric fistula, acquire HIV, and die in childbirth than women who initiate childbearing at older ages. Their children are also more likely to experience serious health consequences. Furthermore, early childbearing is associated with lower levels of education, higher rates of poverty, and higher incidences of domestic violence and sexual abuse.

This indicator measures the proportion of women who had a first birth below age 18 among women aged 18-24 at the time of the survey. The average percentage of women aged 20-24 who had a first birth before the age of 18 is equal to the sum of the estimated annual percentage of women aged 20-24 who had a first birth before the age of 18 across all target countries divided by the number of target countries. Annual country estimates of early childbearing are derived through moving averages using all available data points from Demographic and Health Surveys. Estimates for years beyond the last available data point are derived through linear extrapolation based on the last two available data points.

The expected impact of reducing early childbearing is improved maternal and child health, increased opportunities for young women to finish schooling and participate in the workforce, and, ultimately, slower population growth by lengthening the time between generations. Within its family planning/reproductive health program, USAID plans to increase the focus on youth and to devote additional attention and resources to family planning/reproductive under the GHI and BEST.

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Health - Family Planning and Reproductive Health								
Performance Indicator: First birth under 18								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	23.8%	23.9%	24.4%	24.0%	24.0%	On Target	23.6%	23.3%
Data Source: Demographic and Health Surveys data for Bangladesh, Benin, Bolivia, Cambodia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, and Zambia. For India, data are from Uttar Pradesh, where USAID's Family Planning/ Reproductive Health program is focused, rather than from India as a whole. Note: Unlike other indicators, data on this indicator are not available from CDC/RHS surveys, resulting in the exclusion of Guatemala from the dataset.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Program Area: Health - Water Supply and Sanitation

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Health	**8,633,363**	**9,073,544**	**8,575,805**
Water Supply and Sanitation	**215,449**	**292,575**	**203,168**

The U.S. Government is committed to using its foreign assistance resources to help achieve a water-secure world where people and countries have reliable and sustainable access to an acceptable quantity and quality of water to meet human, livelihood, production, and ecosystem needs. The centrality of water for individuals, societies, and the environment also means that water issues intersect with all other aspects of development. Access to reliable water supply and sanitation is achieved through diverse approaches,

including both direct support for small- and large-scale infrastructure development and indirect support through institutional development, community-based systems, facilitation of private supply of products and services, and financing to ensure long-term sustainability and expansion of access. The Millennium Development Goal (MDG) target is to reduce the proportion of people without access to an improved water supply by half by 2015 relative to the FY 1990 baseline. The U.S. Government is committed to support the achievement of this MDG through the Senator Paul Simon Water for the Poor Act of 2005.

Improved Water Supply and Sanitation

The below indicator measures the number of people who gained new access to an improved water source in the reporting period, such as household connection, public standpipe, borehole, protected well, spring, or rainwater collection.

The U.S. Government fell short of the FY 2010 target of 5.6 million by 49 percent. The bulk of this shortfall can be attributed to a change being implemented during FY 2011 to separately track first-time water supply access and improved water supply access; it is expected that the result for first-time plus improved access, when added together may be very close to the FY 2011 target.

Improved drinking water sources, according to the WHO/UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation (footnote), are ones that by nature of their construction or through active intervention are protected from outside contamination, in particular from contamination with fecal matter. These sources include: piped water into dwelling, plot, or yard; public tap/standpipe; tube well/borehole; protected dug well; protected spring; or rainwater collection. All other sources are considered to be "unimproved."

Unimproved drinking water sources, according to the JMP, are: unprotected dug well, unprotected spring, cart with small tank/drum, tanker truck, surface water (river, dam, lake, pond, stream, canal, irrigation channel), and bottled water. According to the JMP, "Bottled water is considered to be improved only when the household uses water from an improved source for cooking and personal hygiene. Where this information is not available, bottled water is classified on a case-by-case basis." In some countries, bottled water is the best quality water available.

The use of an improved drinking water source is strongly linked to decreases in the incidence of waterborne disease especially among children under five. Diarrhea remains the second leading cause of child deaths worldwide. This indicator is useful for program management and funding allocations and tracking MDGs. FY 2012 and FY 2013 targets represent input from a small number of operating units. These targets will be updated as more missions incorporate the new indicators into their operational and monitoring plans.

Additional information about the WHO/UNICEF Joint Monitoring Progamme (JMP) for Water Supply and Sanitation can be found at the following link: http://www.wssinfo.org).

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Health - Water Supply and Sanitation								
Performance Indicator: Number of People in Target Areas With First-Time Access to Improved Drinking Water Supply as a Result of USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
4,988,616	4,633,566	7,751,265	2,844,484	5,369,572	2,608,929	Below Target	N/A	N/A

Data Source: Note that the 2011 data set does not include Ecuador, Jordan, West Bank and Gaza, and Zambia, and adds Afghanistan, Bolivia, Lebanon, Liberia, Rwanda, USAID Africa Regional (AFR), USAID East Africa Regional, USAID Economic Growth, Agriculture and Trade (EGAT), USAID Regional Development Mission- Asia (RDM/A), and USAID Southern Africa Regional.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Health - Water Supply and Sanitation								
Performance Indicator: Percent of households using an improved drinking water source								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	N/A	Data not available	29.0%	31.0%

Data Source: FY 2011 Performance Plans and Reports from Democratic Republic of the Congo, Guatemala, Indonesia, Liberia, Madagascar, Mozambique, Rwanda, and USAID Regional Development Mission-Asia (RDM/A) as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs.   DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years.   (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).   Reporting of this indicator is dependent on different country reading comprehension assessment systems.

Use of an improved sanitation facility by households is strongly linked to decreases in the incidence of waterborne disease among household members, especially among children under age five. Diarrhea remains the second leading cause of child deaths worldwide.   This indicator is useful in tracking the contribution of USG-funded activities to the MDGs.

An improved sanitation facility, defined according to the JMP, is one that hygienically separates human excreta from human contact and includes: flush or pour/flush facility connected to a piped sewer system; a septic system or a pit latrine; pit latrines with a slab; composting toilets; or ventilated improved pit latrines. Any other sanitation facilities are considered "unimproved." Unimproved sanitation includes: flush or pour/flush toilets without a sewer connection; pit latrines without slab/open pit; bucket latrines; or hanging toilets/latrines.   Households that use a facility shared with other households are also not counted as using an improved sanitation facility. The wording and definition of this indicator follows international guidelines in order to facilitate discussion about sanitation coverage issues with the donor community. FY 2012 and FY 2013 targets represent input from a small number of operating units.   These targets will be updated as more missions incorporate the new indicators into their operational and monitoring plans.

STRATEGIC GOAL THREE					*New to APR/APP*			
Program Area: Health - Water Supply and Sanitation								
Performance Indicator: Percent of households using an improved sanitation facility								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	N/A	Data not available	14.0%	18.0%

Data Source: FY 2011 Performance Plans and Reports from Burkina Faso, Democratic Republic of the Congo, Guatemala, Indonesia, Liberia, Madagascar, Mozambique, Rwanda, and the USAID Regional Development Mission-Asia (RDM/A) as captured in the U.S. Government Foreign Assistance Coordination and Tracking System. Data is generated through written reading comprehension assessments carried out at the country level at the end of primary school, except in cases of very low performance, where oral assessments may be needed.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Reporting of this indicator is dependent on different country reading comprehension assessment systems.

Program Area: Health - Nutrition

	FY 2011 Actual	**FY 2012 Estimate**	**FY 2013 Request**
Health	**8,633,363**	**9,073,544**	**8,575,805**
Nutrition	**196,868**	**203,283**	**156,156**

Undernutrition is the single largest contributor to child mortality.   Nearly 200 million children and one in three women are chronically undernourished.   The damage caused by undernutrition to physical growth and brain development in pregnancy and early childhood is irreversible.   It leads to permanently reduced cognitive function and physical capacity through adulthood.   However, this cycle is preventable. Improving nutrition can reduce child and maternal mortality and morbidity as well as chronic diseases later in life, lift families out of poverty, and contribute to long-term economic growth.   With nutrition as the interface, long-term links can be forged and mutual benefits realized from U.S. investments in agriculture, health, and humanitarian assistance.

As part of the GHI, nutrition programs are becoming integrated with activities under the maternal and child health and family planning/reproductive programs. USAID's strategic approach focuses on preventing undernutrition through a comprehensive package that includes maternal, infant, and young child nutrition programs; providing nutritional care and support for people living with HIV/AIDS; targeting micronutrient interventions to reduce susceptibility to infections; and integrating nutrition across both health and agriculture programming to improve nutritional outcomes in food security programs.   Nutrition is the lynchpin between the Feed the Future (FtF) initiative and the GHI.   Improved nutrition is also a central component of four MDGs.[5]   With GHI and FtF funding, USAID will support a country-led approach to nutrition programs that focus on achieving outcomes at the national level.   The two initiatives will reduce undernutrition across target food insecure countries.

The global prevalence of anemia in women of reproductive age is 42 percent, and this causes over 100,000 maternal deaths every year. Very little progress has been made at the national level due to lack of political

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[5] Goal #1: Eradicate extreme poverty and hunger; Goal #4: Reduce child mortality; Goal #5: Improve maternal health; and Goal #6 Combat HIV/AIDS, malaria, and other diseases. Maternal Anemia Prevalence

commitment.   Experience from previous activities demonstrates that reducing maternal anemia is possible through improved diet, reduced infection, and micronutrient supplementation.   As part of a comprehensive nutrition strategy, U.S. programs aim to improve the nutritional status of women and children through targeted investment plans in the highest burden countries.   FY 2010 was the first year of combined GHI and FtF funding for nutrition for the countries identified below, and therefore no target was set.   Initial results are reported in FY 2011, which represents data collected through the 2010 Demographic and Health Surveys.

The FY 2011 target was set including a previous set of priority countries.   Recalibrating the baseline to be reflective of the current set of priority countries lowers the baseline by .9 percentage points.   The original target was one percentage point lower than the baseline.   The FY 2011 result is 3.8 percentage points below the new baseline, which still shows a result that exceeds the target.   Population weighted rolling averages are calculated annually based on new data available.   In this year's report there are six countries with new survey data, representing over 40 percent of the population of women of reproductive age in the focus countries. The FY 2012 target has been adjusted to be one percentage point below the result reported in FY 2011.   A lower target of 40.7 percent has been established for FY 2013 due to an expected decrease in the number of countries that will have new data available during this performance period.

STRATEGIC GOAL THREE								
Program Area: Health – Nutrition								
Performance Indicator: Prevalence of anemia among women of reproductive age								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	46.0%	N/A	45.9%	42.2%	Below Target	41.2%	40.7%
Data Source: Demographic Health Surveys, Micronutrient Initiative and Census Bureau (for population weights) for nutrition priority countries for FtF and GHI: Bangladesh, Cambodia, Ethiopia, Ghana, Guatemala, Haiti, Kenya, Liberia, Malawi, Mali, Mozambique, Nepal, Niger, Rwanda , Senegal, Tanzania, Uganda, and Zambia. Data for Bangladesh, Kenya and Nigeria are from the Micronutrient Initiative. Data are not available from Guatemala, Liberia, Mozambique, and Zambia. *The FY 2009 baseline was again recalibrated removing India as this is no longer a focus country.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Underweight Children

Over 130 million children worldwide, or one in every four children, are underweight. Undernutrition contributes to 3.5 million child deaths every year, making it the leading contributor to under-five mortality. Reducing the prevalence of underweight children under five years old is an indicator of global progress towards MDG #1.   Underweight prevalence has decreased since 1990 from one in three children to one in four, but in the wake of the recent fluctuations in food prices, these gains are threatened.   FY 2010 was the first year of combined GHI and FtF funding for countries identified below, and no target was set for FY 2010.

The initial results reported in FY 2011 represents data collected through the 2010 Demographic and Health Surveys. Population weighted rolling averages are calculated annually based on new data available.   With surveys done every five years, it is expected that new data would be available for approximately 20 percent of the total population of children underweight under age five in USAID focus countries every year. In FY 2011, there were six countries with new data, representing over 40percent of the Under-five population in the focus countries.   These countries on average saw an annual reduction of .7 percentage points, which suggests that the FY 2011 target was exceeded.

STRATEGIC GOAL THREE								
Program Area: Health – Nutrition								
Performance Indicator: Prevalence of underweight children under five years of age								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	26.9%	N/A	26.5%	25.4%	Above Target	24.9%	24.7%

Data Source: Demographic Health Surveys, Multiple Indicator Cluster Surveys (MICS), Reproductive Health Surveys (RHS) and Census Bureau (for population weights) for nutrition priority countries for GHI and FtF: Bangladesh, Cambodia, Ethiopia, Ghana, Guatemala (RHS), Haiti, Kenya, Liberia, Malawi (MICS), Mali, Mozambique, Nepal, Rwanda, Senegal, Tanzania, Uganda, and Zambia. *The FY 2009 baseline was recalibrated based on the current set of priority countries for GHI and FtF.

Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.

Program Area: Education - Basic Education

	FY 2011 Actual	**FY 2012 Estimate**	**FY 2013 Request**
Education	916,274	1,105,782	747,968
Basic Education	722,385	849,548	573,081

The United States promotes equitable, accountable, and sustainable formal and non-formal education systems.   Investment in basic education focuses on improving early childhood education, primary education, and secondary education, delivered in formal or non-formal settings.   It includes literacy, numeracy, and other basic skills programs for youth and adults.

The USAID Education Strategy 2011-2015 is focused on three main goals: 1) improved reading skills for 100 million children in primary grades by 2015; 2) improved ability of tertiary and workforce development programs to generate workforce skills relevant to a country's development goals; and 3) increased equitable access to education in crisis and conflict environments for 15 million learners by 2015.

Primary Enrollment Rate

In the Basic Education sector, the United States assesses its performance based on the primary net enrollment rate (NER) for a sample of countries receiving basic education funds.   NER is a measure of access to schooling among the official primary school-age group.   It is expressed as a percentage of the total primary school-age population.   A high NER denotes a high degree of participation of the official school age population.   Although finding accurate global education indicators is difficult, NER is generally seen as the most reliable measure and so was chosen as an overall indicator of education outcome and impact.   Although USAID is certainly not solely responsible for supporting increases in enrollment rates, there is plausible attribution for this meaningful performance indicator.   USAID targets and results are based on a subsample of ten countries across regions: Ethiopia, Ghana, Guatemala, Honduras, Mali, Pakistan, Senegal, Tanzania, Yemen, and Zambia.

U.S. foreign assistance supports an increase in NER through a variety of activities designed to improve the quality of teaching and learning which help reduce barriers to student attendance and promote effective classroom practices.   High NERs lead to increases in school completion rates and thus higher educational attainment within the overall population.   Countries with an educated population are more

likely to experience improvements in health and economic growth.   Since FY 2002, NERs have improved steadily in countries receiving U.S. assistance.   In FY 2011, the United States exceeded its target of 81 percent for the NER, with notable increases in Pakistan.

The FY 2012 and FY 2013 targets are set at 83 percent in part to reflect concerns that the overall global economic downturn will reduce the level of funding for activities that contribute to improving NER, particularly those related to enrollment and the learning environment.   Additionally, basic education programming is shifting, in line with new USAID Education Strategy, from increasing access to improving quality.   While these shifts are occurring overall, programs in crisis and conflict environments will continue to support access.   In general, the rate of increase will slow as countries approach 100 percent enrollment, while the remaining unenrolled population then becomes the most difficult and expensive to reach.

STRATEGIC GOAL THREE								
Program Area: Education - Basic Education								
Performance Indicator: Primary Net Enrollment Rate								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
76.8%	78.6%	78.9%	85.2%	81.0%	81.8%	Above Target	83.0%	83.5%
Data Source: UNESCO Institute of Statistics (UIS), which is responsible for collecting global education data. The USAID targets and results are based on a sub-sample of 10 countries across regions: Ethiopia, Ghana, Guatemala, Honduras, Mali, Pakistan, Senegal, Tanzania, Yemen, and Zambia.								
Data Quality: Data comes from the acknowledged third party organization (in this case a multilateral) responsible for collecting and maintaining global education data. Each country reports their country level data to the UNESCO Institute of Statistics, which reviews all data for errors. Because of lags at each stage, there is a two year delay in reporting. Problems with reliability remain with all global education data, and data is often delayed or missing for countries. However, this is the most straightforward and widely-used indicator for assessment and interpretation.								

Program Area: Social and Economic Services and Protection for Vulnerable Populations

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Social and Economic Services and Protection for Vulnerable Populations	421,332	380,959	284,708

Social services and assistance programs play an important role in reducing poverty, offering targeted assistance to meet basic needs for vulnerable populations and increasing community and individual assets for sustainable development.   Activities in this area address factors that place individuals at risk for poverty, exclusion, neglect, or victimization.   Examples include programs that provide wheelchairs and support for people with disabilities, support for war victims, and assistance for displaced children and orphans (other than in HIV/AIDS programs).   Under Public Law 109-95, the Secretariat for the U.S. Government Special Advisor for Orphans and Vulnerable Children is housed at USAID to promote a comprehensive, coordinated, and effective response on the part of the U.S. Government to the world's most vulnerable children.   Social assistance programs help people gain access to opportunities that support their full and productive participation in society so they rebound from temporary adversity, cope with chronic poverty, reduce their vulnerability, and increase self-reliance.   The following representative indicators track improvements in the coverage of a nation's social service and social assistance programs for vulnerable people.

Social Services and Assistance Beneficiaries

The U.S. Government provides social services through a number of special funds.   Specifically, the Special Programs Addressing the Needs of Survivors (SPANS) consists of five congressionally-directed programs targeted to reduce the risks and reinforce the capacities of communities, local NGOs, and governments to provide services and protection for vulnerable groups (e.g. vulnerable children, victims of war and torture, and people with disabilities).   In FY 2011, SPANS exceeded the targets established for the funds and provided direct assistance and training to 3,141,197 children and adults.

Higher than expected performance in FY 2011 can be attributed to health and education programs that were able to access more rural patients and students than anticipated, particularly in China, Colombia and Vietnam.   Several Missions, such as Belarus, were also able to leverage local and national partners for a broader and more sustainable impact.   These gains were offset slightly by program delays in several countries that missed their FY 2011 targets.   In Afghanistan, fear of retribution for accepting assistance had a direct impact on the program's ability to deliver assistance.   Targets for FY2012 and FY2013 are determined by funding estimates and previous experience but are conservative due to changes in programming in several of the countries reporting.

STRATEGIC GOAL THREE						*Final Year in APR/APP*		
Program Area: Social and Economic Services and Protection for Vulnerable Populations								
Performance Indicator: Number of Vulnerable People Benefiting from USG-Supported Social Services								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
816,258	3,136,838	2,988,115	2,040,131	2,307,106	3,141,197	Above Target	2,994,046	3,025,987
Data Source: FY 2011 Performance Plans and Reports from Afghanistan, Armenia, Bangladesh, Barbados, Bolivia, Burkina Faso, Ethiopia, Georgia, Ghana, Haiti, Honduras, Kenya, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Mauritania, Pakistan, Rwanda, Tanzania, West Bank and Gaza, Zimbabwe, USAID Africa Region (AFR), and USAID Democracy, Conflict and Humanitarian Assistance (DCHA) as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Social assistance refers to projects aimed at increasing household or community assets or strengthening human capital.   The overall results for the number of people benefiting from social assistance programs exceeded the target In FY 2011, with countries like Tanzania and Afghanistan able to reach more people than expected by leveraging other education programs or choosing labor-intensive infrastructure projects. Out year targets have been set based on planned programming and anticipated funding levels.

STRATEGIC GOAL THREE								
Program Area: Social and Economic Services and Protection for Vulnerable Populations								
Performance Indicator: Number of People Benefitting from USG-Supported Social Assistance Programming								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1,081,670	3,535,001	3,485,079	4,148,088	3,018,778	3,064,461	Above Target	2,787,848	1,836,760
Data Source: FY 2011 Performance Plans and Reports from Afghanistan, Armenia, Bangladesh, Barbados, Bolivia, Burkina Faso, Ethiopia, Georgia, Ghana, Haiti, Honduras, Kenya, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Mauritania, Pakistan, Rwanda, Tanzania, West Bank and Gaza, Zimbabwe, USAID Democracy, Conflict and Humanitarian Assistance (DCHA) and USAID Africa Regional (AFR) as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (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: Macroeconomic Foundation for Growth

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Macroeconomic Foundation for Growth	418,823	342,690	421,330

A solid macroeconomic foundation for broad-based growth consists of sound fiscal and monetary policies, capable institutions, and governments' abilities to use these tools to manage the economy.   U.S. assistance works to strengthen these foundations by establishing a stable and predictable macroeconomic environment that encourages the private sector to make productivity-enhancing investments.   Countries with open, competitive economies tend to experience more rapid growth without sacrificing goals relating to poverty reduction or income distribution.   Those with greater debt burdens are often forced to prioritize budget expenditures, resulting in spending cuts that damage programs important to the public good such as education, health, and infrastructure maintenance.   These programs benefit the most marginalized and poorest citizens.   The United States provides technical assistance and training to support the design and implementation of key macroeconomic reforms in money and banking policy, fiscal policy, trade and exchange rate policy, and national income accounting, measurement, and analysis.

Fiscal Deficit Progress

To maintain a macroeconomic environment that fosters growth, countries must have sound fiscal policies that balance stability and societal needs.   The fiscal deficit to gross domestic product (GDP) ratio is one of the most accepted measures to assess a nation's debt burden and fiscal policy.   It is defined by general government net lending over borrowing expressed as a percentage of GDP, and it is calculated as revenue minus total expenditure (averaged over three years to reduce fluctuations).   Countries with modest fiscal deficits provide greater reassurance to private investors and do not crowd out private borrowers from domestic banking and capital markets.   Countries with high fiscal deficits and large debt burdens are often forced to prioritize budget expenditures, resulting in spending cuts that damage programs important to the public good such as education, health, and infrastructure maintenance.   These programs benefit the poorest and most marginalized citizens.

Fiscal deficit data is collected for 18 countries where there is significant current or historic concern about fiscal performance, and where U.S. assistance leverages or implements projects in the Macroeconomic

Foundation for Growth Program Area funded in FY 06- FY 10 (to allow for a lag in observable impact) to help keep prices stable and correct or avoid fiscal imbalance.   For example, U.S. programs provide technical assistance to raise "domestic resource mobilization" from tax and customs collections.   Results are expressed as the percent of these countries that have managed to keep their average government cash deficit no larger than 3.0 percent of GDP for the previous three calendar years.   Therefore, the result reported for FY 2010 of 66.7 is the percent of the 18 countries that have kept their fiscal deficit in check from 2007-09.

This result shows a decline in the number of countries with 'low deficits' due to the impact of the global financial crisis, which slowed economic growth and reduced tax revenues.   The recession increased fiscal deficits because government spending increased temporarily to replace private spending.   The impact of the crisis in 2008 and 2009 will continue to impact results in FY 2011, for which calendar year (CY) 2010 data are not yet available.   It is anticipated that the unfavorable trend for this indicator will reverse in 2012, thus the higher FY 2013 target.   Nonetheless, USAID programs continue efforts to help client countries raise needed revenue and focus expenditures, and progress has been made.   For example, in El Salvador, the Tax Policy and Administration Reform Project improved tax administration efficiency, increasing revenue without raising tax rates.   This project modernized the tax information technology system, instituted fairer and more rigorous audits, boosted anticorruption initiatives, and improved taxpayer services.

STRATEGIC GOAL THREE								
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Three-Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product (GDP)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
78.3%	72.2%	72.2%	66.7%	72.2%	N/A	Data not available	66.7%	72.2%
Data Source: World Bank's World Development Indicators: Government cash surplus/deficit as a percent of GDP. Countries monitored for this indicator are: Afghanistan, Armenia, Bosnia & Herzegovina, Bulgaria, Egypt, El Salvador, Georgia, Ghana, Honduras, India, Indonesia, Jordan, Kazakhstan, Lebanon, Nicaragua, Pakistan, Philippines, Ukraine.								
Data Quality: World Development Indicators are part of the World Bank's annual compilation of data about development. There is usually a one-year time delay in data reported such that data reported for FY 2011 reflected achievements in the 2010 CY. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. Prior year data is updated in light of new information. The USAID Economic Analysis and Data Service Project examine the data after public release and notify the World Bank if erroneous data are published. This is a more accurate calculation than the average that was used in prior years. Updated numbers reflect the new calculation method.								

Inflation Rate

Price inflation decreases the real value of money and other monetary items.   It reflects the increase in the overall price level of goods in an economy, which results in a decrease in the amount of goods a unit of currency can buy.   The inflation rate is a key indicator of macroeconomic stability.   High inflation is indicative of a volatile economy and can adversely affect economic growth through unfavorable influence on investment decisions.   In such an environment, inefficiencies also occur as firms focus on minimizing losses from currency inflation.   The inflation rate is a new indicator beginning in FY 2010 that has been selected to monitor the impact of U.S. Government programs designed to help correct or avoid fiscal imbalance and high inflation.   Thirty-two countries receive USAID assistance in the Macroeconomic Foundation for Growth Program Area funded in FY 2006 – 08, allowing for a lag in observable impact.

A low and steady rate of inflation is favored by most economists.   Therefore, results are expressed as the percent of these countries registering an inflation rate of 5 percent or lower plus those with higher rates that have registered a rate of inflation lower than in the previous year, indicating progress toward that target. While significant progress was recorded in FY 2007 and FY 2008 (reporting the previous CY results in both cases), none of these countries were able to keep price inflation below 5 percent during the global recession in CY 2008 (reported for FY 2009), as public revenues fell and remedial expenditures increased. Most of these countries worked to bring inflation back under control in CY 2009 and CY 2010, however, and a good performance is also expected in CY 2011, to be reported for FY 2012.   The U.S. Government will continue to provide technical assistance in fiscal and monetary management, with the aim of helping a majority of assisted countries maintain macroeconomic stability.

STRATEGIC GOAL THREE								
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Inflation Rate, consumer prices, annual								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
62.1%	51.7%	0.0%	86.7%	50.0%	53.1%	Above Target	60.0%	65.0%
Data Source: World Bank's World Development Indicators: Inflation, consumer prices (annual %). This indicator is monitored for 32 countries that received USAID assistance in the Macroeconomic Foundation for Growth Program Area funded in FY 2006 _ 08.								
Data Quality: World Development Indicators are part of the World Bank's annual compilation of data on 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 IMF or World Bank if erroneous data are published. Calculation is the percent of USAID-assisted countries with inflation rates at or below 5 percent or making progress toward that benchmark.								

Tax Administration and Compliance

Improved tax administration and compliance is linked to economic growth.   When governments have more internally generated funds, they can invest in infrastructure, public services and social services that promote economic activity and productivity.   A good tax system generates more income that a poorly designed or administered one.   This indicator tracks the percent increase in tax collections that may result from U.S. programs to facilitate tax reform and reduce non-compliance with tax laws.   Improved tax administration is most effective when it includes more complete audit and investigation coverage, better, modern customs enforcement and increased efficiency in tax submission and collection procedures.

This indicator is new to the APR/APP, so results are not available for previous fiscal years and baseline data is currently being collected.   Targets reflect the desired outcome of U.S. programming and are also based on historic trends and growth rates in reporting countries.

STRATEGIC GOAL THREE					*New to APR/APP*			
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Tax administration and compliance improved (% increase in tax collections) as a result of USG assistance.								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	15.0%	N/A	Data not available	16.0%	17.0%
Data Source: FY 2011 Performance Plans and Reports from Egypt, Ethiopia, Georgia, West Bank and Gaza as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (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: Trade and Investment

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Trade and Investment	**185,164**	**184,417**	**201,382**

Trade and investment are the principal mechanisms through which global market forces of competition, specialization, human resource development, technology transfer, and scientific and technological innovation raise disposable income and generate growth.   The United States promotes increases on both multilateral and bilateral levels through technical assistance and training in effectively negotiating and implementing trade agreements and trade preference programs, including related labor and environmental provisions.   Programs also assist developing countries' citizens to benefit from bilateral, regional, and global trade and investment opportunities.

Export/Import of Goods

Greater engagement in international trade can increase a country's per capita income, often dramatically. 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 experienced economic decline.   Research confirms that countries can boost the ability of their companies to compete more effectively in trade if they promote efficient import/export procedures that reduce the cost of doing business.   Reducing the time it takes to import and export goods improves the price competitiveness of traded goods on average one percentage point for each day saved and as much as four percentage points per day.   Efficient movement of inputs and timely delivery of exports to clients are key determinants of private sector competitiveness, productivity, and wage growth.

The data in the table below represent the aggregate average time to comply with import and export procedures (in days) for 13 countries receiving U.S. foreign assistance with a specific trade facilitation focus.   Monitoring this average across countries allows the U.S. Government to measure the aggregate performance of its programs that strive to improve the trade and investment environment for businesses in these countries and regions.   The FY 2011 target of 72 days was met, even though only three of the 13 countries – Haiti, Kazakhstan and Indonesia – actually experienced significant declines.   Overall, ten countries made improvements.   Because the average refers to results for 13 countries, average progress is unlikely to be large unless many countries take actions designed to improve performance at the same time.

Since FY 2006, the time it takes to fulfill import/export procedures has steadily reduced, indicating an improvement in the Trade and Investment Program Area.   Future progress is likely to slow down because the focus of U.S. assistance is moving from quick wins to addressing more intransient problems.   For example, assistance to date produced significant time reductions through administrative streamlining (reducing the number of documentary requirements) and enabled advance filing of trade documents.   In the future, assistance will focus on removing impediments to efficient port procedures, such as improving port handling, establishing efficient international border posts, and introducing modern risk-management systems.   The impact of these activities will take longer to realize time savings.   Targets for FY 2011 and FY 2012 are therefore more modest than in prior years.

STRATEGIC GOAL THREE								
Program Area: Trade and Investment								
Performance Indicator: Time to export/import (days)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
79 days	77 days	74 days	72 days	72 days	72 days	On Target	70 days	67 days
Data Source: World Bank, Doing Business Report. Countries monitored for this indicator are: Afghanistan, Georgia, Kazakhstan, Burkina Faso, Kenya, Haiti Botswana, Macedonia, Columbia, Ghana, Tajikistan, Indonesia, and Guatemala. The values are the average 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 but did not cover all listed countries until 2008.								
Data Quality: The World Bank Doing Business Project provides objective measures of business regulations and their enforcement across 183 economies. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff. The USAID Economic Analysis and Data Service Project examine data after public release and notify the World Bank if erroneous data are published. Prior year numbers are often updated/corrected post publication.								

Reducing the number of different documents required in cross border trade is key to maximizing the improved efficiency that trade generates as a basis for faster economic growth and poverty reduction. These documents can include pre-shipment inspection certificates, insurance certificates, bills of lading/airway bills, certificates of origin, invoices, packing lists, weight certificates, and export and import licenses.

As above, the data in the table below represent the aggregate average number of documents required to export goods across borders for the 13 countries receiving U.S. foreign assistance with a specific trade facilitation focus.   Monitoring this average across countries allows the U.S. Government to measure the aggregate performance of its programs that strive to improve the trade and investment environment for businesses in these countries and regions.

The better performing country results are in the range of 4-6 documents.   All 13 countries in the sample should be within this range by 2015 to meet explicit efficiency and cost reduction objectives.   No target was set for FY 2011 as this indicator is new to the APR/APP tracking process.   However, the FY 2011 result represents an improvement upon previous fiscal year results pulled from the same data source.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Trade and Investment								
Performance Indicator: Number of documents required to export goods across borders decreased								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
9 docs	8 docs	8 docs	8 docs	N/A	7 docs	Data not available	6 docs	6 docs

Data Source: World Bank, Doing Business Report.   The number of documents needed to export goods across borders is reported by country under the Trading Across Borders topic.   Countries monitored for this indicator are: Afghanistan, Georgia, Kazakhstan, Burkina Faso, Kenya, Haiti Botswana, Macedonia, Columbia, Ghana, Tajikistan, Indonesia, and Guatemala.

Data Quality: The World Bank Doing Business Project provides objective measures of business regulations and their enforcement across 183 economies.   Before publication, the data undergo a rigorous review and validation process by World Bank technical staff.   The USAID Economic Analysis and Data Service Project examine data after public release and notify the World Bank if erroneous data are published.

Program Area: Financial Sector

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Financial Sector	**92,656**	**80,566**	**70,501**

A sound financial system is critical to economic development.   It mobilizes capital for productive private sector investment while providing the resources needed to fund essential government services such as education and health care.   The United States is committed to improving financial sector governance, accounting, and transparency, and to combating corruption and financial crimes.   U.S. assistance also seeks to improve the quality of financial services and their availability to entrepreneurs, enterprises, and consumers.

Private Sector Credit Availability

Credit for the private sector is one of the keys to economic growth.   Comparative analysis of poverty, private credit, and GDP growth rates over 20 years shows that countries with higher levels of private credit experienced more rapid reductions in poverty levels than countries with comparable growth rates but lower levels of private credit.   Private credit increases the amount of money available to consumers and small businesses, which in turn increases the level of economic activity, generating more job opportunities and higher incomes.   As consumers and businesses use private credit more regularly, the level of private credit as a percent of GDP increases, spurring overall economic growth in a manner that has a greater impact on alleviating poverty.

Data to illustrate the progress of U.S.-assisted countries in increasing levels of credit to the private sector is taken from the World Bank's World Development Indicator database.   Results from each Calendar Year (CY) are reported for the following the fiscal year.   The record indicates that the substantial progress achieved in CY 2007 (reported for FY 2008) slowed during the next four years due to the global economic recession.   However, the number of assisted countries increasing credit to the private sector (or already providing credit more than equal to 60 percent of GDP) still remained high at above 65 percent. Accomplishments are attributed to improvements in monetary and fiscal management by developing countries.   In addition, the financial infrastructure put in place since the crisis in the late 1990s enables banks to lend more responsibly to households and businesses in developing economies.   Many of these improvements were made with USAID technical assistance.   However, the indicator reflects an outcome impacted by a wide range of activities and events.   The performance of financial markets in developing

countries during the current financial crisis provides confidence that the FY 2012 and FY 2013 targets are achievable.

STRATEGIC GOAL THREE								
Program Area: Financial Sector								
Performance Indicator: Domestic credit to the private sector as a percent of GDP								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	80.5%	66.7%	73.7%	75%	64.9%	Below Target	75.0%	75.0%
Data Source: World Bank, World Development Indicators: Domestic credit to the private sector (as a percentage of GDP). This indicator is monitored for 41 countries receiving USAID technical assistance in the Financial Sector Program Area in FYs 2006-2008, to allow for a lag in observable impact.								
Data Quality: World Development Indicators are one of the World Bank's annual compilations of data about development. There is usually a one-year time delay in data reported such that data reported for FY 2011 reflected achievements in the 2010 CY, for example. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. Prior year data is updated in light of new information. The USAID Economic Analysis and Data Service Project examine the data after public release and notify the World Bank if erroneous data are published. This is a more accurate calculation than the average that was used in prior years. Updated numbers reflect the new calculation method.								

Program Area: Infrastructure

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Infrastructure	**1,258,017**	**929,975**	**1,025,620**

Access to competitively-priced modern energy, communication, and transport services are critical elements of economic growth.   The United States supports the creation, improvement, and sustainability of physical infrastructure and related services in both urban and rural areas to enhance the economic environment and improve the economic productivity of men and women.   The United States 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.   This approach is based on data that shows that countries with efficient markets and abundant natural resources are most likely to foster transparency, strengthen the rule of law, and ensure subsequent benefits are widely enjoyed.   These market conditions help countries avoid the so-called "paradox of plenty," where dependence on natural resource wealth works to inhibit the political and economic development of a country.

The United States supports a comprehensive approach to infrastructure development by helping to establish viable institutions, sound legal and regulatory environments, market-based financial flows, and cutting-edge technologies, and by prioritizing maintenance.   For example, the United States is helping to accelerate expanded access to broadband Internet connectivity and communications technology to underserved populations in Africa.   The United States is providing major assistance to expand access to energy services in selected countries like Afghanistan, making direct financial investment in energy infrastructure to support reconstruction and rehabilitation of critical facilities.   Direct investment in energy, even when more limited, are combined with sector reforms to safeguard sustainability.   Within the transportation sector, the United States contributes to road construction for reconstruction in post-conflict and post-disaster situations and to enhance rural agriculture based economic development.

Access to Energy and Infrastructure

Better infrastructure promotes more rapid and sustained economic growth, as people and products can move and work more efficiently. This indicator tracks the number of people who benefit from improved infrastructure services due to U.S. assistance, either use an infrastructure service (such as transport) or receipt of an infrastructure product (such as ICT, water, sanitation, or electricity).

FY 2011 results for the number of beneficiaries receiving improved infrastructure services due to U.S. assistance exceeded the FY 2011 target of 5,183,513 by about 12 percent. Successes include the construction of the Senaki-Poti gas distribution network and a focus on energy efficiency improvements in Georgia. There were also a high number of beneficiaries in Afghanistan. Targets for FY 2012 and FY 2013 represent a scaling up of infrastructure projects in Uganda, IDP housing and the East-West gas pipeline project in Georgia, the USAID Shelter Program in Haiti, as well as energy efficiency and renewable energy projects that aim to increase access to power supplies in off-grid communities in a number of countries.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Infrastructure								
Performance Indicator: Number of beneficiaries receiving improved infrastructure services due to U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	5,183,513	5,820,641	Above Target	6,367,313	5,243,906
Data Source: FY 2011 Performance Plans and Reports from Georgia, Haiti, Kosovo, Pakistan, and Uganda as captured in the U.S. Government Foreign Assistance Coordination and Tracking System. Operating Unit contractors and grantees identify infrastructure supported with USAID funding and estimate using reasonable methods the number of beneficiaries of this infrastructure.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

The FY 2011 result exceeded the target of 1,687,087 people with increased access to modern energy services as a result of U.S. assistance. Successful completion of projects in Liberia and USAID's South Asia region contributed to reaching the target for FY 2011, while Indonesia was able to leverage private sector funding to improve access to modern energy services for more people than expected. Delays in government funding negatively affected performance towards this indicator in Brazil and the Philippines. In Georgia, the United States aims to facilitate investment in the construction of 400 MW new run-of-river hydropower plants by FY 2014, but the actual construction of the plants will take at least two years. This indicator is being retired, so out-year targets have been based on current projects, but this data will be reported under a new indicator in the future.

STRATEGIC GOAL THREE					*To Be Retired*			
Program Area: Infrastructure								
Performance Indicator: Number of People with Increased Access to Modern Energy Services as a Result of USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1,865,076	803,277	4,426,952	2,129,223	1,687,087	1,701,901	Above Target	1,217,835	2,528,950
Data Source: FY 2011 Performance Reports for Afghanistan, Armenia, Bangladesh, Brazil, Dominican Republic, Georgia, Haiti, Indonesia, Liberia, Nepal, North Korea, Pakistan, Philippines, South Africa, Sudan (Pre-July 2011), Eurasia Regional, USAID Economic Growth, Agriculture and Trade (EGAT), USAID Office of Development Partners (ODP), USAID South Asia Regional as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Access to Communications and Transportation Infrastructure

Increased numbers of internet users and mobile phone subscribers add to economic growth and provide an expanded infrastructure for extending value-added socioeconomic services. Recent studies by the World Bank and others have drawn linkages between an increased number of Internet users and mobile phone subscribers and GDP per capita. Data link a 1.12 percent increase in GDP per capita in low- and medium-income countries for every 10 percent increase in the number of Internet users, and a 0.81 percent increase in GDP per capita for every 10 percent increase in the mobile subscription rate.

FY 2011 results exceeded the targets for both number of internet users and number of mobile phone subscribers. The commercial marketplace continues to experience higher-than anticipated growth rates in developing economies due to liberalized markets, competition, and universal service funds. Efforts to promote economic growth and prosperity via increased internet access and mobile phone use will continue to focus on rural markets where: 1) effective Universal Service Funds (USF), or funds collected from telecom services providers to promote services to underserved areas, make up for poor market conditions where there are high-costs and low revenue; and 2) the adoption of lower-cost off-grid solutions serve to extend connectivity to rural populations still largely ignored by the market.

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Infrastructure								
Performance Indicator: Number of Internet Users								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
1.4B	1.6B	1.7B	1.9B	2.1B	2.4B	Above Target	2.7B	3.1B
Data Source: United Nations International Telecommunications Union (UN/ITU), World Telecommunications/Information and Communications Technology Development Report 2010: Monitoring the WSIS Targets, A Mid-Term Review. FY2011 estimates were extracted from ICT Facts and Figures published at the 2011 ITU Telecom World.								
Data Quality: The UN/ITU is the premier data source for global collection and normalization of ICT-related data. The annual report includes the best quality data available for the telecommunications sector.								

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Infrastructure								
Performance Indicator: Number of Mobile Subscribers								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
3.3B	4.0B	4.6B	5.0B	5.4B	5.9B	Above Target	6.2B	6.7B
Data Source: United Nations International Telecommunications Union (UN/ITU), World Telecommunications/Information and Communications Technology Development Report 2010: Monitoring the WSIS Targets, A Mid-Term Review. FY2011 estimates was extracted from ICT Facts and Figures published at the 2011 ITU Telecom World.								
Data Quality: The UN/ITU is the premier data source for global collection and normalization of ICT-related data. The annual report includes the best quality data available for the telecommunications sector.								

Transportation infrastructure is linked to increased economic growth and social development, as businesses and individuals can more easily access the market and other opportunities, work more efficiently and cost effectively, and share ideas.

Transportation infrastructure projects exceeded their FY 2011 target of 3,096,426, largely due to successful programs in Afghanistan, Madagascar, and Sudan (pre-July 2011).   In Madagascar, farm-to-market road rehabilitation contributes to poverty reduction by linking food insecure households with markets, schools and health services.   In South Sudan, increased transportation infrastructure is necessary to boost the capacity of local government to administer and mitigate conflict in the new country's sparsely populated and vast territory.   Starting in FY 2012 in Afghanistan, the U.S. Government will shift away from capital improvement and focus on capacity building, with the creation of a sustainable mechanism for transportation improvements.   This is reflected in the lower target for FY 2013.

STRATEGIC GOAL THREE					*New to APR/APP*			
Program Area: Infrastructure								
Performance Indicator: Number of beneficiaries receiving improved transport services due to U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
2,404,561	864,799	2,341,526	2,863,566	3,096,426	3,227,825	Above Target	2,121,874	257,418
Data Source: FY 2011 Performance Plans and Reports for Afghanistan, Barbados, Central African Republic, Haiti, Madagascar, Nepal, Philippines, South Sudan, and Sudan (Pre-July 2011) as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Limitations of this indicator include consistently estimating the number of beneficiaries of transport services across different countries and programs.								

Program Area: Agriculture

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Agriculture	**1,389,113**	**1,400,569**	**1,467,067**

There are more than a billion people suffering from hunger. To solve the world's hunger problem, the world's poverty problem must be solved. There is renewed attention by donors to addressing persistent poverty – the root cause of hunger and economic fragility. The U.S. Government is renewing its commitment to agriculture and economic growth and focusing on harnessing the power of the private sector and research to transform agricultural development.   Agriculture is a key driver to foster economic growth, reduce poverty and global hunger, and improve health. By the World Bank's estimates, it is twice as effective in reducing poverty as investments in other sectors like manufacturing or mining. U.S. investments in agriculture, including support provided through the President's Global Hunger and Food Security Initiative, Feed the Future, focuses on creating a foundation for sustainable economic growth by helping countries accelerate inclusive agriculture sector growth through improved agricultural productivity, expanded markets and trade, and increased economic resilience in vulnerable rural communities. Through Feed the Future, the United States will focus on reducing long-term vulnerability to food insecurity to help prevent future famines such as the 2011 famine in the Horn of Africa.

To become competitive in today's global marketplace, farmers need to integrate into the production chain—from farm to the grocery's shelf. To bring about this integration, U.S. activities promote the adoption of productivity enhancing technologies, improvement in product and quality control standards, and access to market information and infrastructure.

Agricultural Technology

Working with rural households, the United States promotes technological change and its adoption by different actors in the agricultural supply chain, which is critical to increasing smallholders' agricultural production as well as agricultural productivity at regional and national levels. In FY 2011, more than 5 million farmers and others applied new technologies or management practices, exceeding the target of 3.6 million by 45 percent.   This is a result of increased emphasis on extension and outreach, and expansion of activities to new areas and new crops. Activities such as Nepal's Economic Agriculture and Trade program and Senegal's Wula Nafaa project work with farmers and other individuals to increase usage of appropriate agricultural technologies and management practices.

STRATEGIC GOAL THREE								
Program Area: Agriculture								
Performance Indicator: Number of farmers or others who have applied new technologies or management practices as a result of USG assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	96,069	659,384	1,506,187	3,627,836	5,271,629	Above Target	6,139,997	7,766,912
Data Source: FY 2011 Performance Reports for Azerbaijan, Bangladesh, Barbados, Bolivia, Bosnia and Herzegovina, Burkina Faso, Burundi, Cambodia, Democratic Republic of the Congo, Dominican Republic, El Salvador, Ethiopia, Fiji, Georgia, Ghana, Guinea, Honduras, India, Indonesia, Iraq, Jamaica, Kenya, Kyrgyz Republic, Laos, Lesotho, Liberia, Malawi, Mali, Mozambique, Nepal, Niger, Nigeria, Pakistan, Paraguay, Rwanda, Senegal, Somalia, South Africa, South Sudan, Sri Lanka, Sudan (Pre-July 2011), Tajikistan, Tanzania, Timor-Leste, Turkmenistan, Uganda, Uzbekistan, Zambia, Asia Middle East Regional, State Western Hemisphere Regional (WHA),USAID Bureau For Food Security (BFS),USAID Democracy, Conflict and Humanitarian Assistance (DCHA),USAID Economic Growth, Agriculture and Trade (EGAT),USAID Office of Development Partners (ODP),USAID Southern Africa Regional as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Benefiting Rural Households

In FY 2011, the United States exceeded its target of 3.8 million rural households benefiting directly from its interventions in agriculture by nearly 600,000. With U.S. Government support, over 18,500 rural households in Ghana benefited from assistance in agricultural productivity and business development, and meeting quality standards. In Rwanda, the Sustaining Partnerships to enhance Rural Enterprise and Agribusiness Development project directly benefited over 141,000 rural households by promoting specialty coffee processing, resulting in a 77 percent increase in the value of Rwandan coffee exports over the life of the project. Feed the Future agriculture production and processing activities in Haiti benefited 61,000 households, resulting in 76 percent increase in agriculture related income among targeted households. With increased Feed the Future investments, the number of rural households benefitting from U.S. assistance is expected to increase in upcoming years.

STRATEGIC GOAL THREE					*Final Year in APR/APP*			
Program Area: Agriculture								
Performance Indicator: Number of Rural Households Benefiting Directly from U.S. Interventions								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
3,780,419	3,536,170	2,079,359	3,210,058	3,784,805	4,359,028	Above Target	8,120,992	10,847,642

Data Source: FY 2011 Performance Plans and Reports for Angola, Bangladesh ,Barbados, Bolivia, Burkina Faso, Burundi ,Democratic Republic of the Congo ,El Salvador, Fiji ,Georgia ,Ghana ,Guatemala, Guyana, Haiti, Honduras, Indonesia, Iraq, Jordan ,Kenya ,Kyrgyz Republic ,Lebanon, Lesotho ,Liberia ,Macedonia, Madagascar, Malawi, Mali, Morocco, Nepal ,Nicaragua ,Pakistan ,Rwanda, Senegal ,Somalia ,South Sudan, Sri Lanka, Sudan (Pre-July 2011) ,Tajikistan ,Tanzania ,Timor-Leste ,Turkmenistan ,Uganda ,Uzbekistan, Vietnam, Yemen ,Zambia, Zimbabwe, USAID Bureau For Food Security (BFS),USAID Democracy, Conflict and Humanitarian Assistance (DCHA),USAID Economic Growth, Agriculture and Trade (EGAT), USAID Office of Development Partners (ODP),USAID West Africa Regional as reported in the Foreign Assistance Coordination and Tracking System.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

Value of Agricultural Exports and Sales

In Feed the Future (FtF) focus countries, smallholders are learning to run their farms as businesses and compete successfully in national and international markets. Improved markets will, in turn, contribute to increased agricultural productivity and food security. To monitor incremental sales at the farm level, a new indicator was added in FY 2010: "Value of Incremental Sales Attributed to FTF Implementation." In FY 2011, U.S. investments increased the value of incremental sales from approximately $900,000 in FY 2010 to almost $87 million in FY 2011. Activities such as AgriFUTURO in Mozambique and ACCESO in Honduras worked with farmers and agribusinesses to improve the agribusiness enabling environment; provide business development services for agricultural enterprises; build linkages between agribusiness enterprises and financial institutions for the provision of credit and other financial services; and, forge public and private partnerships to mobilize additional resources, transfer technologies, and develop markets. The large increase in the value of incremental sales over the past year is due in part to increasing agricultural prices. It also reflects increasing U.S. Government assistance in agriculture through such initiatives as the FtF program. The FY 2011 result is in line with the FY 2011 target, which was set at an ambitious level based on an estimation that all 20 FtF focus countries would be able to report on activities that contribute to this indicator.

In addition to working with rural households, farmers, and farm groups, U.S. agricultural assistance focuses on expanding access to markets by reducing trade barriers within and between countries. In FY 2011, producers were able to increase the value of international exports of targeted agricultural commodities by an average of 16 percent, based on an approximation using currently available data. While fluctuating commodity prices negatively affected results in some countries, other countries were able to exceed their targets for this indicator. The withdrawal of a tax on agricultural exports in Tanzania incentivized new companies to work with smallholder farmers. In Serbia, U.S. programs assisted in capturing niche markets and taking advantage of trade shows to increase the value of exports. Completion of infrastructure projects by USAID/RED in the Dominican Republic allowed farmers to maximize use of post-harvest facilities. This indicator, "Percent Change in Value of International Export of Targeted Agricultural Commodities as a result of U.S. assistance" will retire following FY 2011 reporting and will be replaced by the better measure described above, "Value of Incremental Sales Attributed to FTF Implementation."

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Agriculture								
Performance Indicator: Percent Change in Value of International Exports of Targeted Agricultural Commodities as a Result of USG Assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
52.9%	28.3%	44.4%	28.2%	14.8%	16.0%	Above Target	N/A	N/A
Data Source: FY 2011 Performance Plans and Reports for the Dominican Republic, Georgia, Haiti, Indonesia, Kenya, Macedonia, Mali, Senegal, Serbia, Somalia, Tajikistan, Tanzania, Timor-Leste, Uganda, Zambia, USAID East Africa Regional, and USAID Office of Development Partners (ODP) as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

STRATEGIC GOAL THREE								
Program Area: Agriculture								
Performance Indicator: Value of Incremental Sales (collected at farm-level) attributed to FTF implementation								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	927,778	65,577,818	86,789,146	Above Target	414,186,954	473,088,792
Data Source: FY 2011 Performance Reports for Bangladesh, Burundi, Cambodia, Georgia, Ghana, Honduras, Indonesia, Kenya, Liberia, Mozambique, Rwanda, Senegal, Somalia, Tajikistan, Tanzania, Uganda, Zambia, Zimbabwe, USAID Bureau For Food Security (BFS) as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (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 2011 Actual	FY 2012 Estimate	FY 2013 Request
Private Sector Competitiveness	**506,759**	**506,862**	**531,229**

U.S. assistance to support private sector development helps countries create an economic environment that encourages entrepreneurship, competition, and investment.   Assistance also empowers people and enterprises to take advantage of economic opportunity.   A closely coordinated blend of diplomacy and development assistance aims for economic transformation that creates more jobs, increases productivity and wages, improves working conditions, protects labor rights, and creates more opportunities for the poor, women, and other disadvantaged groups to participate in expanding local, regional, and global markets.

The key to sustained economic growth is increasing productivity at the level of firms, from microenterprises and family farms to multinational corporations.   In many poor countries, complex and

costly regulations discourage firms from investing in new technologies and inhibit productivity growth. Through private-sector competitiveness efforts, the United States helps countries avoid unnecessary or inefficient administrative "red tape.' Evidence from previous activities shows this is an effective way to improve the microeconomic environment, reduce corruption, and encourage private-sector-led growth. At the same time, direct assistance to private sector associations, firms, labor unions, and workers helps to develop the knowledge and skills needed to increase productivity, increase worker compensation, and improve working conditions, in order to thrive in a competitive global marketplace.

Global Competitiveness Index

A primary focus of U.S foreign assistance is removing unnecessary regulations that discourage investment in new technologies to enhance productivity. This in turn will improve the microeconomic environment, reduce corruption, and encourage private-sector-led growth. The United States also provides direct assistance to empower men, women, and enterprises to take advantage of new economic opportunities. The Global Competitiveness Index (GCI) of the World Economic Forum (WEF) monitors 12 determinants of competitiveness: institutions, infrastructure, macroeconomic stability, health and primary education, higher education and training, goods-market efficiency, labor market efficiency, financial market sophistication, technological readiness, market size, business sophistication, and innovation. Higher scores (on a scale of 1.0 to 7.0) reflect improvements in the business environment conducive to trade and investment, and indicate that countries have implemented policies that will lead to greater economic growth and poverty reduction. There are 56 countries in the index that received USAID assistance in the Private Sector Competitiveness Program Area in FYs 2006, 2007 and/or 2008 (allowing for a lag in observable impact). The indicator is reported as the percentage of those countries that either reached an index score of 4.5 or greater or received a higher score than the previous year. The United States, for example, ranked as number five in the GCI 2011/12 index with a score of 5.43, while Thailand ranked as number 43 with an index score of 4.52.

None of the 56 USAID-assisted countries in the index have yet reached such a high benchmark, but the percentage that received improved scores over the preceding year increased from 41.2 percent in the 2009/10 index to 74.5 percent in both the 2010/11 and 2011/12 indices. Despite the global recession, most countries still worked to improve their business climate. The number of USAID-assisted countries that reached a lower benchmark of 4.0 increased steadily from 18 in the 2008/09 index to 23 in 2011/12. (Comparable index numbers for the previous years are not available.) USAID technical assistance projects in this area have generally met a welcome response among recipient governments that are keen to attract more private investment.

STRATEGIC GOAL THREE								
Program Area: Private Sector Competitiveness								
Performance Indicator: Global Competitiveness Index								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	41.2%	74.5%	70.0%	74.5%	Above Target	75.0%	80.0%
Data Source: Global Competitive Index (GCI) is a yearly report published by the World Economic Forum (WEF). Fewer countries were included in earlier reports. This is a product of data available from the GCI. Its reports, beginning in 2008-09, contained data for 51 to 56 of the 64 countries that received USAID assistance in this Program Area. Though there was a small difference in the number of countries included in the index each year, USAID believes the difference is not great enough to discredit year-to-year comparisons.								
Data Quality: GCI data represent the best available estimates at the time the GCI report is prepared. They are validated in collaboration with leading academics and a global network of partner institutes.								

Program Area: Economic Opportunity

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Economic Opportunity	**158,824**	**193,736**	**189,724**

Economic opportunity includes 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 for the poor. U.S. activities in this Program Area assist poor households in accessing economic opportunities created by growth, particularly households headed by women, as they are often the most disadvantaged.
U.S. activities also include efforts to enhance the current income-generating prospects of poor households, as well as efforts to ensure that these households can accumulate and protect productive assets.

Commercial Bank Accounts

The World Bank estimates that in developed countries, 81 percent of adults are banked, with 3.2 accounts per adult.   By contrast, in developing countries, it is estimated that only 28 percent of adults are banked, with only 0.9 accounts per adult.   Using regression analysis, the World Bank finds that measures of development and physical infrastructure are positively associated with the numbers of deposit accounts, loans, and bank branches.   This indicator is used as a proxy indicator for the level of "economic opportunity" in a country, in that, as described above, access to financial services is related to increased economic activity and growth.   It is a contextual indicator, since it is measured at the country level and thus cannot be attributed only to USAID influence.

Data for 10 of the USAID microenterprise countries was not able to be collected for this indicator in 2010. This may inflate the results slightly compared to 2009, when more USAID microenterprise countries were covered in the data, as the missing countries rank among the very poor: Afghanistan, Tajikistan, and Liberia.   The FY 2012 target represents a slight improvement, as USAID assistance will continue to focus on improving financial access for the unbanked.

STRATEGIC GOAL THREE						*New to APR/APP*		
Program Area: Economic Opportunity								
Performance Indicator: Commercial bank accounts per 1,000 adults								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	697	N/A	653	Data not available	675	680
Data Source: World Bank's Consultative Group to Assist the Poor (CGAP) annual Financial Access report. Data is based on a survey of financial regulators in over 140 countries. The indicator is an average of those countries receiving USAID microenterprise assistance for which there is data.								
Data Quality: CGAP's Financial Access team checks the robustness of the data by comparing with previously reported data, following up when there are large discrepancies, cross-checking values with other World Development Indicators and International Financial Statistics, and conducting checks for internal consistency and rationality. Data reported lag by a year: 2011 results reflect data collected for the year 2010.								

Sustainable Microfinance Institutions

MFIs provide access to financial services to those who would not otherwise have access, enhancing individual financial security and microenterprise development.   The data below reflect the share of

U.S.-assisted MFIs whose revenue from clients (including interest payments and fees) exceeds their cash operating costs (including personnel and other administrative costs, depreciation of fixed assets, and loan losses). Operational sustainability is an important milestone on the road to financial sustainability; it is the point at which the MFI becomes profitable and can finance its own growth without further need for donor funding. The data summarize performance across 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. assistance) and eventual financial sustainability (seven years or less).

In FY 2011, 71 percent of U.S.-assisted MFIs reached operational sustainability, exceeding the target of 70 percent. Similar to FY 2010, success can be attributed to a tendency toward supporting MFIs and MFI networks that are also making progress toward reaching financial self-sufficiency. Operational self-sufficiency is an important step toward that goal.

Because this indicator is a summary statistic that monitors a changing set of institutions, the target is not expected to show an upward trend. The target for FY 2012 is considered feasible and appropriate for a mix of MFIs at different stages of development. It remains to be seen how well MFIs weather the still-unfolding financial crisis. Therefore, the targets are intentionally conservative. In addition, both banks and non-bank financial intermediaries within the catchment area of USAID-supported MFIs are introducing alternative delivery channels such as mobile phone banking. If MFIs do not adapt business models that accommodate this trend, increased demand for technology-based products and services offered by alternate service providers may lead to decline in demand for MFIs' conventional products and services. A decline in demand would hinder MFI progress towards operational self-sufficiency.

STRATEGIC GOAL THREE						*To Be Retired*		
Program Area: Economic Opportunity								
Performance Indicator: Percent of USG-Assisted Microfinance Institutions that Have Reached Operational Sustainability								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
69%	74%	86%	75%	70%	71%	Above Target	70%	N/A
Data Source: USAID Microenterprise Results Reporting (MRR) Annual Report to Congress. The indicator is the number of U.S. Government-supported MFIs that reported Operational Self-Sufficiency (OSS) of 100 percent or greater, divided by the total number of U.S. Government-supported MFIs that reported OSS, expressed in percent. The indicator value shown for FY 2011 is based on the most recent data available, covering MFIs supported in FY 2010. 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: Data provided for the MRR is self-reported, and not necessarily based on externally audited financial statements. USAID is currently working with The Microfinance Information Exchange (MIX), the leading business information provider dedicated to strengthening the microfinance sector, to develop a systems approach for consolidating USAID and MIX data reporting that follows industry reporting standards. The bulk of MIX Market data is based on externally audited financial statements, and can provide a useful database against which to assess the validity and quality of USAID's MRR data.								

Program Area: Environment

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Environment	827,117	766,615	675,874

Environmental issues such as climate change, protection of natural resources and forests, and transboundary pollution will continue to play increasingly critical roles in U.S. diplomatic and development agendas. The United States remains committed to promoting partnerships for economic development that reduce greenhouse gas emissions, improve air quality, and create other benefits by using and developing markets to improve energy efficiency, enhance conservation and biodiversity, and expand low-carbon energy sources. Beginning in FY 2010, significant new resources were committed to help the most vulnerable countries and communities in developing countries address the impact of climate change. Activities in this Program Area are central to the President's Global Climate Change (GCC) Initiative.

Greenhouse Gas Emissions

Greenhouse gas emissions reduced or sequestered as measured in carbon dioxide equivalent (CO_2-eq) is an internationally recognized measure of climate change mitigation. The measure enables comparison of impacts from policies and activities that reduce, avoid, or store greenhouse gases (carbon dioxide, methane, nitrous oxide and industrial gases) in the energy, industry, transport, land use and land use change (agriculture, forestry, and natural resource conservation) sectors. Results can be aggregated to demonstrate program-wide impact on reducing net greenhouse gas emissions that lead to climate change. This aggregation facilitates assessment of the impact of U.S.-supported climate change activities in more than 40 developing countries across multiple sectors.

FY 2011 results exceed the target to reduce or sequester emissions by 100 million metric tons due to revised calculations from one operating unit with large areal coverage. Most units that reported results met their targets, but not every unit that received climate change funding in FY 2010 provided results. In part this is due to the lack of a climate change earmark in FY 2009, which disrupted climate change monitoring and reporting. In addition, new climate change funding and direction for FY 2010 has delayed procurement in many units. As the Agency moves forward with the new Climate Change and Development Strategy, there will be a shift in emphasis to more cost-effective activities that seek transformational change through policy reform, enhancing national systems, and capacity building. These activities do not lead to easily quantifiable near-term emissions reductions, and long-term impact may be indirect or subject to a substantial time lag. To improve long-term results, GCC experts in Washington and in field missions will work with partner countries to enhance capacity in developing low emission development strategies (including by producing robust greenhouse gas inventories and establishing sound monitoring, reporting, and verification systems), improve the enabling environment for clean energy (e.g., through energy sector reform), build capacities for and link field level activities to national REDD+ policy frameworks, and support robust monitoring and evaluation efforts. Targets for FY 2012 and FY 2013 are estimates that reflect the new focus on policy reform, enhancing national systems, and capacity building and the lag time for measureable results. In addition, greater accuracy in emissions accounting may lead to lower estimated results and lowered targets in future years.

STRATEGIC GOAL THREE								
Program Area: Environment								
Performance Indicator: Quantity of greenhouse gas (GHG) emissions, measured in metric tons of CO2e, reduced or sequestered as a result of U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
180M MT	142M MT	120M MT	120M MT	100M MT	200M MT	Above Target	100M MT	100M MT
Data Source: Data reported for previous years were collected through EGAT/GCC Team's online reporting tool. Results for FY 2011 are collected through Foreign Assistance Performance Plans and Reports as reported in the Foreign Assistance Coordination and Tracking System. Beginning in FY 2011, all USAID and State Department operating units receiving direct GCC funding for Sustainable Landscapes or Clean Energy are required to apply this indicator to their GCC programs. This should lead to increased reporting on this indicator beginning in FY 2013. In future years, results should increasingly be calculated using new web-based calculators developed by USAID EGAT/GCC. This should signify a large step forward in improving the accuracy, completeness, and comparability of the estimated value of this indicator. The GCC team in Washington will continue to provide technical support to the field in order to ensure the timeliness and accuracy of annual reporting.								
Data Quality: Greenhouse gas emissions reduced or sequestered as measured in carbon dioxide (CO_2) equivalent is the standard measure of climate change mitigation used throughout the world. It is a common metric that allows comparison between many different types of activities and sectors, and can be aggregated 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.								

Hectares Under Improved Management

The U.S. Government uses a spatial indicator, "Number of Hectares of Biological Significance and/or Natural Resources Under Improved Natural Resource Management," to measure the impact of many site-based natural resource and biodiversity interventions. Improved management includes implementation of best practice approaches, increased technical or material capacity of resource managers, and evidence of progress from a wide range of context specific interventions. Worldwide impoverishment of ecosystems is occurring at an alarming rate, threatening development by reducing soil productivity and water, diminishing resilience to climate change, and driving species to extinction. This decline in ecosystems annually contributes about 20 percent of global greenhouse gas emissions.

In FY 2011, over 100 million hectares were under improved natural resource management, mostly in biologically significant areas. This is equivalent in size to the States of California, Nevada and New Mexico combined, and represents a ten percent increase over the previous year. Overall success can be attributed to capacity building of a diversity of individuals and institutions responsible for managing land and water resources, from community and indigenous groups to government authorities and private sector rights holders. About half of this achievement is in 12 high-biodiversity landscapes across Central Africa, where USAID supports land use planning processes and natural resource management activities consistent with local, national and regional priorities. Despite the difficult access and insecurity in many areas, the program reached over 97 percent of the FY 2011 target set for this indicator, and exceeded FY 2010 reporting by 20 percent.

In Indonesia, work with coastal communities and the Ministry of Marine Affairs and Fisheries improved the management of 8.5 million hectares, mostly in marine protected areas (MPAs), conserving coral ecosystems while enhancing food security. Even with a loss of 900,000 hectares in one MPA following redrawing of boundaries, the program exceeded the FY 2011 target by 11 percent as a result of the new 3,500,000 ha Savu National Park. Bi-lateral, regional and global USAID programs in Andean nations are also responsible for much of the area under improved management in FY 2011, including coastal areas of

Ecuador where four communities were granted concessions to sustainably manage 15,000 hectares of mangroves, a popular surfing beach began managing for sea turtle nesting habitat as well, and community rangers patrol several coastal parks. Further inland, almost a half million hectares of high-altitude forest and grassland is better managed with support from innovative water fund financing, and two million hectares of lowland indigenous territory is under improved stewardship. In Bolivia and Peru, an USAID Economic Growth, Agriculture and Trade (EGAT)-managed program supported rigorous wildlife monitoring, adaptive management of protected areas, and conservation enterprises, which collectively improved management across three million hectares. These investments are working, as demonstrated by one indigenous territory in lowland Bolivia where deforestation is 400 percent lower than surrounding areas.

The overall result for FY2011 is a conservative estimate during a year of changes in the way hectares under improved management was reported. Targets for FY2011, FY2012 and FY2013 are estimates based on FY2011 actuals and indicator trends for major operating units and are based on planned programming.

STRATEGIC GOAL THREE						*Revised*		
Program Area: Environment								
Performance Indicator: Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
121,637,252	129,580,863	104,557,205	92,700,352	103,100,000	101,800,000	Improved, but target not met	103,500,000	106,800,000
Data Source: FY 2011 Performance Reports from Bangladesh, Brazil, Cambodia, China, Colombia, Ecuador, Georgia, Honduras, Indonesia, Kenya, Liberia, Mozambique, Namibia, Nepal, Paraguay, Rwanda, Tanzania, Uganda, State Oceans and International Environment and Scientific Affairs (OES), State Western Hemisphere Regional (WHA), USAID Economic Growth, Agriculture and Trade (EGAT), USAID Southern Africa Regional, USAID Central Africa Regional, USAID West Africa Regional, Malawi, Mali, Ethiopia, Senegal, Sierra Leone, Sudan (before July 2011), Afghanistan, Philippines, USAID Regional Development Mission for Asia, Morocco, USAID Office of Development Partners, Panama, Peru, USAID Central America Regional, USAID Latin America Regional, Guatemala, Guyana, and Haiti as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

STRATEGIC GOAL FOUR

Provide humanitarian assistance and support disaster mitigation.

- **Humanitarian assistance is provided on the basis of need, according to principles of universality, impartiality and human dignity.** In addition to providing emergency relief in response to natural and man-made disasters, the State Department and USAID also focus on building host nation capacity to prepare for, respond to, and mitigate the consequences of disasters on their own. Where appropriate, humanitarian assistance should be linked effectively to longer-term development programs, reducing the long-term cost of conflict and natural disaster and facilitating the transition from relief through recovery to development.

In FY 2011, the United States committed close to $4 billion in funding on Program Areas within Strategic Goal Four, representing approximately 12 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to provide humanitarian assistance and support disaster mitigation. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal Four, six indicators were above target, two were on target, and three were below target.

Program Area: Protection, Assistance and Solutions

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Protection, Assistance and Solutions	**3,617,098**	**3,894,209**	**3,645,084**

The purpose of U.S. assistance in this Program Area is to provide protection, life-sustaining assistance, and durable solutions for refugees, internally displaced persons (IDPs), stateless persons, and other victims of conflict and disasters.   U.S. policy and programs advance the goal of providing humanitarian assistance by protecting vulnerable populations from physical harm, persecution, exploitation, abuse, malnutrition and disease, family separation, gender-based violence, forcible recruitment, and other threats, while ensuring that their full rights as individuals are safe-guarded.

The Department of State leads U.S. Government responses to political and security crises and conflicts. As part of this response, the Bureau for Population, Refugees, and Migration (PRM) responds primarily to humanitarian crises of a political nature and emphasizes a multilateral approach, providing the majority of funding to international organizations through the Migration and Refugee Assistance and Emergency Refugee and Migration Assistance accounts.   USAID's Office of U.S. Foreign Disaster Assistance (OFDA) provides most of its assistance bilaterally to non-governmental organizations and international organizations through the International Disaster Assistance account and leads U.S. responses to humanitarian crises resulting from natural or industrial disasters.   A large percentage of OFDA funding supports response to complex humanitarian crises.   USAID's Office of Food for Peace (FFP) is the primary source of U.S. food aid, targeting the most food insecure beneficiaries including refugees, internally displaced persons (IDPs), and those coping with conflict and natural disasters. Given the fluidity and unpredictability of population movements in any given crisis, the Department of State and USAID coordinate closely in the provision of humanitarian assistance.

Activities include: distributing food and other relief supplies to affected populations; providing health and nutrition services, including feeding centers; responding to water, sanitation, and hygiene needs; providing shelter materials; implementing programs in response to child protection and gender-based violence; and providing economic recovery and agricultural inputs, where appropriate. Beyond Washington, DCHA and PRM staff members monitor programs and coordinate with other donors and implementing partners in 30 countries around the world, the U.N. Mission in New York, and 5 U.S. Department of Defense Combatant Commands. In some humanitarian emergencies, USAID dispatches Disaster Assistance Response Teams to affected countries to conduct on-the-ground assessments, provide technical assistance, oversee provision of commodities and services, and coordinate with donors and the international community. In protracted situations where displaced populations require support for many years, U.S. humanitarian assistance is designed to support livelihoods and other efforts that foster self-reliance. The United States also assists in finding durable solutions for refugees, stateless persons, and IDPs, including support for the voluntary return of refugees and IDPs to their homes, integration among local host communities, or refugee resettlement to the United States.   USAID and the Department of State continue to invest in establishing and using internationally accepted program management standards and in training their staff so that needs assessments and monitoring and evaluation of programs are performed professionally and reliably.

Refugee Admissions to the United States

This Program Area focuses on durable solutions for vulnerable populations, including voluntary return to their homes, integration into the local community, and resettlement in other countries.   Refugees admitted to the United States achieve protection and a durable solution, beginning new lives in communities across the country.   The following indicator measures the overall effectiveness of the U.S. refugee admissions program by tracking the number of refugees arriving in the United States against regional ceilings

established by Presidential Determination in consultation with Congress. To the extent that the Bureau for Population, Refugees, and Migration (PRM) has control of the process, the measure is also an indication of PRM's performance in managing the program.

Achieving durable solutions for refugees, including third-country resettlement, is a critical component of the PRM's work.   In FY 2011, the U.S. Government resettled more refugees than all other countries combined.   Refugee admissions to the United States in FY 2011 totaled 56,424 refugees, which represents 73 percent of the regional ceilings established by Presidential Determination. The primary reason for the reduced number of refugee arrivals in FY 2011 was the implementation, in late 2010, of a new enhanced security check for all refugees at the final stages of processing for U.S. resettlement, which added to the processing time and delayed travel.   As a result of the enhanced security screening, there was a decrease in refugee arrivals from March to June, nine months into the 2011 fiscal year. There have also been issues outside the control of the U.S. Government which have added to the delays, including barriers imposed by refugee-hosting governments. Security vetting issues have still not been fully resolved and are likely to continue to impact refugee arrivals, particularly Iraqis, throughout FY 2012, due to the number of applicants who fail to pass the new security check.

Beyond third-country resettlement, in FY 2011 the United States achieved significant results in supporting other durable solutions as well. In Afghanistan, for example, efforts to reintegrate returning refugees and internally displaced persons (IDPs) passed a milestone in December 2010 with the construction of the 200,000th home for returnee families. USG support to shelter programs in Afghanistan began in 2002 and has been an important element in the return of some 4.5 million refugees. The shelter program has benefited some 1.4 million people – or around a quarter of all returnees. Also in FY 2011, the last two remaining camps for Congolese refugees in Zambia closed following the October 2010 departure of the final repatriation convoy to the Democratic Republic of the Congo (DRC).   PRM support to both UNHCR and IOM helped 47,000 refugees return to the DRC from Zambia in the past four years.

The Department of State's humanitarian diplomacy has also achieved progress in resolving the protracted refugee situation in the Western Balkans, where the foreign ministers of Bosnia and Herzegovina, Montenegro, Croatia and Serbia signed a joint declaration aimed at providing durable solutions to the 74,000 remaining most vulnerable refugees and IDPs in the four countries.   They agreed to close remaining collective centers where many thousands of displaced persons are currently living and to provide durable housing solutions for them.   The agreement is a landmark achievement and represents sustained effort by the four regional governments, UNHCR, the EU, the OSCE, the U.S., and others.

Department of State assistance and advocacy also contributed to efforts in FY 2011 to promote the identification and registration of stateless persons, amend citizenship laws, and improve the implementation of existing laws.   Achieving an increased number of states parties to the United Nations Statelessness Conventions is key to addressing statelessness, a problem which affects as many as 12 million people around the world.   In 2011, Croatia, Nigeria, Panama, and the Philippines acceded to one or both of the two major international conventions on statelessness.   Also, in August 2011, the Turkmen Parliament incorporated the 1954 Convention relating to the Status of Stateless Persons into domestic law.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of Refugees Admitted to the U.S. against the Regional Ceilings Established by Presidential Determination								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
97% of 50,000	86.0%	99.5%	98.0%	100%	73%	Below Target	100%	100%
Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM).								
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. The data are valid, as they rely on direct, official reporting of refugee admissions numbers. The data cannot be manipulated, as they are stored in a password-protected database operated by a PRM contractor.								

Gender-Based Violence Prevention and Response Activities

Combating gender-based violence (GBV) remains a U.S. priority. Available evidence suggests that the stress and disruption of daily life during complex humanitarian emergencies may lead to a rise in GBV. Efforts to prevent and combat GBV are integrated into multi-sectoral programs in order to maximize their effectiveness and increase protection generally.   Combating GBV increases protection for women, children, and others at risk during complex humanitarian emergencies by preventing or responding to incidents of rape, domestic violence, forced marriage, sexual exploitation and abuse, and other forms of GBV.   To support these efforts, community awareness, psychosocial counseling, health services and legal aid for survivors are mainstreamed into humanitarian programs.

Since 2000, the Department of State has taken a leading role in raising and addressing the special protection needs of women and children in any humanitarian response, providing over $70 million in targeted GBV programming and engaging with international and non-governmental organization partners to develop policies that better address the unique needs of women and children in conflict situations.   In FY 2011, the Department of State's Bureau for Population, Refugees, and Migration (PRM) worked with its partners to identify emerging gender issues and to plan programmatic support related to the protection of lesbian, gay, bisexual and transgender refugees.

In addition to supporting its primary international organization partners – UN High Commissioner for Refugees, International Committee of the Red Cross, and UN Relief and Works Agency – in their efforts to prevent and combat GBV, a key objective of the Department's Bureau for Population, Refugees, and Migration (PRM) GBV programming is to integrate or "mainstream" GBV interventions into multi-sectoral humanitarian assistance programs.   In FY 2011, 38 percent of PRM-funded NGO or other IO projects included activities to prevent and respond to GBV.   This exceeds the FY11 target of 35 percent, is a substantial increase over the FY10 percentage of 30 percent, and demonstrates a significant accomplishment in PRM's efforts to mainstream and expand GBV programming.   PRM also increased the amount of funding for targeted GBV projects to over $11 million in FY2011 from $10 million in FY2010.

The Department of State's targeted GBV projects were implemented in every region of the world, and included a range of activities, such as: trainings for medical and psychosocial personnel to provide improved services to GBV survivors; radio programs to raise awareness of GBV and resources for GBV survivors; training for judges and police personnel to handle GBV cases appropriately; and livelihood trainings and activities to reduce women's vulnerability.

For example, PRM is funding a project in South Kivu, Democratic Republic of the Congo, to empower refugee returnee and socially excluded women through life, literacy, vocational, and business skills training, as well as to provide access to support services for GBV survivors.   PRM is also funding a program that aims to identify best practices to protect survivors of GBV in forced displacement settings.   The project will evaluate how shelter interventions in humanitarian settings can better decrease risks to the beneficiary population.

USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) also supports implementing partners to integrate the response to and prevention of gender-based violence into their humanitarian operations. Related activities can include health and psychological services, linkages to justice and legal systems, centers for women and girls, GBV sensitization, and income-generation opportunities.   In FY 2011, 13 DCHA-supported project activities reached an estimated 457,000 beneficiaries with programs to prevent and respond to GBV.

STRATEGIC GOAL FOUR						*Revised*		
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	27.5%	28.3%	30.0%	35.0%	38.0%	Above Target	35.0%	35.0%
Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM). Internal award document tracking system and from implementing partner reports (verbal or written).								
Data Quality: A weakness of this indicator is its inability to assess the quality and impact of GBV program activities. Data for USAID's indicator are reviewed by OFDA's internal systems for measurement and response, and by OFDA Regional Teams and OFDA TAG members.								

Vulnerable Populations

The indicator below measures the reach of protection and solution activities funded by USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA). There is growing acknowledgement within the international community that material assistance alone often cannot ensure the well-being of at-risk communities. To meet this challenge, USAID has placed greater emphasis on protection across all levels of relief planning and implementation. In disaster situations, USAID response efforts help ensure that vulnerable populations, such as women, children, and ethnic and religious minorities receive their humanitarian rations equitably.   In disaster and conflict situations, children often require special assistance to address their unique vulnerabilities. In FY 2011, USAID supported programs to address child protection for especially vulnerable children in 19 countries.   Because conflicts and natural disasters often separate families and disrupt normal care-giving for children, USAID programs ensure that adequate protection measures are in place for children, such as the reunification of separated and unaccompanied children with their families. USAID-OFDA has also taken steps to safeguard and restart children's education in order to help communities cope with and recover from disasters. Throughout its programs, USAID ensures the protection of vulnerable children from risks of exploitation, abuse, and other violations. USAID supports the work of the Brookings-LSE Project on Internal Displacement and the Internal Displacement Monitoring Centre (IDMC). These initiatives raise awareness about the numbers and needs of IDPs around the world and promote good practices in protection and assistance for the displaced.   Through activities carried out in FY 2011, USAID reached approximately 4.7 million persons displaced as a result of 40 natural disasters. The continued global crisis

of internal displacement highlights the importance of USAID's role as the lead United States Government foreign assistance agency in addressing internal displacement.

STRATEGIC GOAL FOUR						*New to APR/APP*		
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of U.S.-funded NGO or other international organization projects that include activities or services designed to reduce specific risks or harm to vulnerable populations								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	80.0%	79.0%	Below Target	80.0%	80.0%
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA) proposal tracking system (abacus) and field monitoring reports, as available.								
Data Quality: A weakness of this indicator is its inability to assess the quality of protection activities.								

Food Aid Beneficiaries

The U.S. emergency food assistance program has long played a critical role in responding to global food insecurity.   It saves lives and livelihoods, supports host government efforts to respond to critical needs of their own people during shocks, and demonstrates the concern and generosity of the American people in times of need.   Urgent responses to rapid onset emergencies and efforts to resolve protracted crises provide a basis for transitioning to the medium- and long-term political, economic, and social investments that can eliminate the root causes of poverty and instability.

In FY 2011, Food for Peace provided more than $1.77 billion in emergency food assistance and program support in 50 countries around the world.   Of this funding, $1.54 billion was made available through Title II emergency resources and $232 million in International Disaster Account funds in grants through the Emergency Food Security Program (EFSP).   EFSP provided funds to a variety of private voluntary organizations and the U.N. World Food Program (WFP) to support local and regional procurement and cash and food voucher programs in 22 countries, including Afghanistan, Ethiopia, Haiti, Kenya, Kyrgyzstan, Libya, Niger, Pakistan, Somalia, Sri Lanka, West Bank/Gaza, and Yemen.   The U.S. Government is also the single largest donor to the WFP.   In FY 2011, FFP contributed $1.28 billion to WFP in response to global appeals in 36 different countries in Africa, Asia, Latin America, the Caribbean, and Near East.

The emergency food aid indicator demonstrates the effectiveness of FFP programs by measuring the percentage of beneficiaries reached versus planned levels.   FFP continues to improve the ability to identify food needs in emergencies and how best to deliver food assistance.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percent of planned emergency food aid beneficiaries reached with U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
86%	92.0%	93.0%	93.0%	93.0%	93.0%	On Target	93.0%	93.0%
Data Source: USAID's Office of Food for Peace (FFP) Summary Request and Beneficiary Tracking Table.								
Data Quality: Data quality assessments (DQAs) are not required for emergency programs, but Food for Peace nonetheless conducts them as a development best practice. DQAs are done on the data from the previous fiscal year, so FFP's next DQA will be done in FY 2011 drawing on FY 2010 data.								

Global Acute Malnutrition Rate

The nutrition status of children under five is a key indicator for assessing the severity of a humanitarian emergency and the adequacy of any humanitarian response. The under-5 Global Acute Malnutrition (GAM) rate is used to measure the nutritional status of vulnerable children and is influenced by food security, availability of health services, water/sanitation/hygiene (WASH) and other factors.   As an internationally-accepted indicator, GAM measures the extent to which the United States and its partners are meeting the assistance needs of populations of concern such as refugees and internally displaced persons (IDPs).

The Department of State considers humanitarian situations to be emergencies when more than 10 percent of children under age 5 suffer from acute malnutrition in a setting where aggravating factors exist, such as conflict, infectious diseases, or restricted movements (e.g. camp settings).   In both emergency and protracted situations (those that have been in existence five years or longer), malnutrition contributes to mortality amongst children and hinders their long-term growth and development.   There are hundreds of locations worldwide where the USG and its partners are providing direct assistance to vulnerable populations in order to address humanitarian need.   For example, in FY 2011, the State Department's Bureau for Population, Refugees, and Migration (PRM) and its partners provided life-saving protection and assistance to Somali, Sudanese, and Eritrean refugees throughout the Horn of Africa.   Despite enormous logistical challenges as a result of massive Somali refugee inflows into both Kenya and Ethiopia, State and USAID reached the most vulnerable with food, non food items, and other basic services.
Survey data from the UN High Commissioner for Refugees (UNHCR) in July 2011 showed that by mid-year PRM was meeting or exceeding its targets in FY 2011.   In 92 percent of surveyed emergency sites, GAM remained below emergency thresholds.   In 98 percent of surveyed protracted situations, GAM rates remained below protracted malnutrition thresholds.   Complete nutrition data for calendar year 2011 will be available from UNHCR in February 2012. It is anticipated that as a result of crises in Africa in the past year, the percentage of protracted sites which exceeded malnutrition thresholds will likely be higher as many newly displaced refugees fled to protracted refugee sites in Kenya, Ethiopia, and elsewhere, potentially increasing overall GAM rates.

STRATEGIC GOAL FOUR					*Revised*			
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of surveyed refugee camps in protracted situations where global acute malnutrition (GAM) does not exceed 10 percent								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	95%	98%	Above Target	70	73
Data Source: Reports from the UN High Commissioner for Refugees.								
Data Quality: Results are based on a limited number of surveys received as of July 11, 2011, so this data should be considered preliminary. PRM will receive complete nutrition data for calendar year 2011 from UNHCR in February 2012. It is anticipated that as a result of crises in Africa in the past year, the percentage of protracted sites which exceeded malnutrition thresholds will likely be higher as many newly displaced refugees fled to protracted refugee sites in Kenya, Ethiopia, and elsewhere, potentially increasing overall GAM rates in FY 2011. In FY 2011 PRM participated in a Department-wide review of its foreign assistance indicators, and through this process revised the way it measures and reports on GAM. Given that the majority of camp-based refugees are in protracted situations, PRM has developed a more rigorous methodology and refined its targets to better report on the performance of the Bureau and its partners. Performance in out-years will reflect this refined methodology.								

STRATEGIC GOAL FOUR					*Final Year in APR/APP*			
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percent of USAID-Monitored Sites with Dispersed Populations (Internally Displaced Persons, Victims of Conflict) Worldwide with Less than 10% Global Acute Malnutrition (GAM) Rate								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
41%	39%	25%	40.5%	40%	59%	Above Target	40%	40%
Data Source: Data were 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.								
Data Quality: Nutrition data were taken from surveys, which used a probabilistic sampling methodology that complies with agreed international standards (i.e., WHO, Standardized Monitoring and Assessment of Relief and Transition [SMART] Methodology, and Médécins sans Frontières). The data were taken from surveys that assessed children aged six to 59 months who were 65 to 110 centimeters tall.								

Basic Inputs for Survival, Recovery or Restoration of Productive Capacity

USAID provides rapid response to meet the basic needs of populations affected by life-threatening disasters, both natural and complex. USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA), is the U.S. Government's lead in international disaster response. USAID reached over 45 million beneficiaries affected by 70 disasters in 59 countries during FY 2011 and provided targeted assistance to almost 14 million internally displaced persons (IDPs) in North, West, Central, and Southern Africa and the Horn of Africa, Central, South, and Southeast Asia, Central and South America, and the Caribbean. Natural disasters represented 65 percent of response activities on the ground in FY 2011. Major components of USAID's humanitarian assistance activities include shelter and settlements, water, sanitation and hygiene, public health, nutrition, protection, economic recovery, and food security programming, as well as emergency food assistance. Close to 12 percent of the FY 2011 budget went toward such lifesaving and life-sustaining relief materials as blankets, plastic sheeting for emergency shelter, and water containers. Emergency food assistance saves lives and livelihoods, supports host government efforts to respond to the critical needs of the country's population during shocks, and demonstrates the concern and generosity of the American people in times of need. In FY 2011, DCHA provided more than $931 million in food assistance in response to emergencies in 26 countries, including 12 in Africa, 4 in Latin America and the Caribbean, and 10 in the Asia and Near East regions. DCHA contributed more than $739.6 million to WFP in response to global appeals for emergencies in Africa, Asia, and Near East regions.

STRATEGIC GOAL FOUR						*New to APR/APP*		
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity as a result of USG assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	45,760,000	49,250,102	Above Target	45,760,000	45,810,000
Data Source: Internal awards tracking systems (*Abacus)* and other sources, including implementing partner reports, and verbal or written reports from regional teams.								
Data Quality: A weakness of this indicator is its inability to reflect appropriate identification and targeting of eligible beneficiaries or the quality of humanitarian assistance activities.								

NGO Projects Mainstreaming Protection

This indicator was used in previous years to measure the extent to which nongovernmental organizations funded by USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA) mainstream protection activities into their projects.   There is 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 placed greater emphasis on protection activities across all levels of relief planning and implementation.   For disasters characterized by high insecurity or protection problems, OFDA expects organizations to include protection elements within each proposed project.

Humanitarian assistance interventions with protection activities mainstreamed into them are designed to help reduce risks or harm to vulnerable populations.   For example, assistance organizations may use protocols to ensure that vulnerable populations, such as women, children, and ethnic and religious minorities receive their humanitarian rations equitably.   By mainstreaming protection into relief activities, the United States' goal of saving lives, alleviating human suffering, and reducing the social and economic impact of humanitarian emergencies worldwide can be realized.   FY 2011 results of 37 percent equaled the target. The favorable increase compared to the FY 10 result of 32 percent is the result of OFDA's aggressive efforts to reach out to partners with guidance on how to mainstream protection programming.

STRATEGIC GOAL FOUR						*Final Year in APR/APP*		
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of OFDA-Funded NGO Projects that Mainstream Protection								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	26	32	37	37	On Target	N/A	N/A
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA) proposal tracking system (abacus) and field monitoring reports, as available. Note that projects funded through a transfer to USAID missions, UN agencies, or organizations (for which there is no tracking of whether or not the project includes project mainstreaming) have been omitted from the denominator since they are not represented in the numerator.								
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 (TAG). In FY 2010, OFDA began undertaking improved field/program monitoring that includes ongoing data quality assessments. This activity is continuing in FY2011, with several program monitoring and DQA activities having taken place in Haiti in October and an activity currently underway in Haiti in January 2011.								

Program Area: Disaster Readiness

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Request
Disaster Readiness	142,811	150,041	111,683

U.S. assistance builds resiliency and reinforces the capacity of disaster-affected countries, American responders, and the international community to reduce risks and prepare for rapid, coordinated response. Programs also focus on increasing resiliency among households and communities and improving their ability to cope with and recover from the effects of a disaster. Although principles of disaster readiness and risk reduction are often incorporated into disaster response programs, assistance in the Disaster Readiness program area focuses primarily on risk reduction, readiness, resiliency, and capacity building.

Disaster Risk-Reducing Practices/Actions

Climate and weather-induced disasters account for the largest number of natural disasters and affect more people than any other type of natural hazard. USAID-supported hydro-meteorological disaster risk reduction (DRR) activities are aimed at increasing resilience to climate and weather hazards through an integrated approach that addresses community needs while emphasizing locally sustainable and environmentally sensitive measures. USAID works closely with vulnerable communities, national and local governments, international and regional organizations, universities, and non-governmental organizations in building DRR capacity. USAID-supported programs in the Horn of Africa to address recovery and resiliency among agriculturalists and pastoralists. The USAID-funded Arid and Marginal Lands Recovery Consortium (ARC) program, for example, increases income for livestock owners by supporting pasture irrigation, constructing safe watering holes, enhancing access to veterinary services, and improving live-stock marketing practices. Despite ongoing drought conditions in the region, pastoralists were able to realize higher, more stable incomes and decrease their reliance on food aid through enhanced access to markets and credit.

USAID supports DRR stand-alone and integrated programming at the regional, national, and community level. FY 2011 achievements included national contingency planning and capacity building in desert locust prevention and other transnational plant pest control, conservation agriculture to reduce food insecurity due to erratic rainfall, flood early warning, and volcano and seismic monitoring. USAID-supported hydro-meteorological activities such as the two Zambezi River basin projects implemented by the International Federation of Red Cross and Red Crescent Societies and World Meteorological Organization reduce vulnerability to floods by linking technology to communities at risk. In FY 2011, the DCHA-funded Volcano Disaster Assistance Program (VDAP) responded to 28 different volcanoes in six countries, which included remote assistance for 19 volcanic events, four crisis responses, and capacity building in Indonesia and Guatemala. A VDAP team helped Indonesian scientists forecast the eruption of Merapi, which experienced its largest eruption in over 100 years in November 2010. As a result, Indonesian authorities were able to evacuate residents before the eruption and saved more than 10,000 lives. DCHA also supports the USGS Earthquake Disaster Assistance Team (EDAT) to provide technical assistance for earthquake and landslide mitigation activities. In FY2011, EDAT seismologists and geologists provided technical assistance in China and Haiti.

STRATEGIC GOAL FOUR					*New to APR/APP*			
Program Area: Disaster Readiness								
Performance Indicator: Percentage of host country and regional teams and/or other stakeholder groups implementing risk-reducing practices/actions to improve resilience to natural disasters as a result of U.S. assistance within the previous 5 years								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	7.0%	5.0%	Below Target	7.0%	10.0%
Data Source: Internal award tracking system (abacus), third-party reporting, IO reporting, NGO reports, individual contacts, etc.								
Data Quality: The implementation or application of training is likely to follow some years after USG inputs. The numerator will necessarily be a subjective estimate initially, although improved data collection mechanisms in the future can improve on data access and reporting.								

STRATEGIC GOAL FOUR					*New to APR/APP*			
Program Area: Disaster Readiness								
Performance Indicator: Number of people trained in disaster preparedness as a result of U.S. assistance								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
17,256	224,519	10,004	18,030	9,055	12,396	Above Target	11,952	9,948
Data Source: Internal award tracking system (abacus), and implementing partner quarterly reports								
Data Quality: The rigor, length and quality of the training varies among countries. Without established criteria to standardize training, this indicator may be subject to some over-reporting.								

Hazard Risk Reduction

USAID's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), which is one of the bureaus that funds disaster readiness, addresses risk reduction and food security preparedness with national contingency planning and capacity building across several sectors, including desert locust prevention and control, hydrometeorological disaster risk reduction (DRR), and volcano and seismic monitoring. The new indicator below indirectly measures the level of capacity building for improved preparedness, mitigation, and response by tracking the development of new hazard risk reduction plans, policies, strategies, systems and/ or curricula each year with U.S. Government assistance. Although an output indicator cannot fully reflect the positive impact of USAID's disaster mitigation and preparedness efforts, this is a strong proxy measure.   Out-year targets are expected to decrease as USAID-supported countries complete the development of hazard risk reduction plans and strategies.   In FY 2011, USAID exceeded its target by 10 percent.

STRATEGIC GOAL FOUR					*Final Year in APR/APP*			
Program Area: Disaster Readiness								
Performance Indicator: Number of hazard risk reduction plans, policies, strategies, systems, or curricula developed								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	86	41	45	Above Target	40	35
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA) proposal tracking system (abacus) tracks targets; these were compared with partner reports, as available.								
Data Quality: Over-reporting due to double-counting is being addressed with improved monitoring & reporting systems and guidance. Overall the quality of reporting on this indicator is Fair to Good.								

STRATEGIC GOAL FIVE

Support American prosperity through economic diplomacy.

- **The foundation of America's leadership abroad is a prosperous American economy.** Level 21st century playing fields and the free flow of goods, services, investment and information are critical both to our national prosperity and to many of our foreign policy goals. As such, the State Department is elevating economic diplomacy as an essential element of our foreign policy - including trade, commercial diplomacy, and investment. Leveraging resources and capabilities from across federal agencies, we will identify and seek to break down national and regional barriers to trade and investment, placing new priority on market-distorting practices such as non-enforcement of intellectual property rights, the abuse of exchange rates and regulatory practices, and indigenous innovation policies.

- **Industrial policy and competitiveness issues, trade and investment standards, and intellectual property rights protections are critical issues for emerging markets, particularly in Asia and Latin America.** We will shape our agendas in Latin America and Asia in ways that advance U.S. interests on this set of competitiveness issues. Globally, we will promote and support efforts to raise awareness within the U.S. of potential market opportunities abroad in support of the President's National Export Initiative. Finally, in light of the critical role of energy to our prosperity and that of our partners, we will promote energy security for the U.S. and our partners, including through a range of energy supply and conservation strategies and technologies.

A discussion of performance for this Strategic Goal, which is supported with State Operations funds, can be found in the State Operations APR/APP.

STRATEGIC GOAL SIX

Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world.

- **Because today's most pressing foreign policy challenges require complex, multi-dimensional public engagement strategies to forge important bilateral, regional and global partnerships, public diplomacy has become an essential element of effective diplomacy.**   To assure that our partnerships are durable, public diplomacy efforts, including State Department and USAID exchange programs and the work of our public affairs officers in the field, will seek to foster positive perceptions of the United States and sustain long-term relationships between Americans and our partners around the world based on mutual interest, mutual respect, and mutual responsibility.   We will develop proactive outreach strategies to inform, inspire, and persuade audiences, counter violent extremism, connect Americans to counterparts abroad, empower women and girls around the world, and reach out through contemporary means by moving out from behind the podium and other traditional platforms to using new media and engagement tools.

A discussion of performance for this Strategic Goal, which is supported with State Operations funds, can be found in the State Operations APR/APP.

<div align="center">**STRATEGIC GOAL SEVEN**</div>

Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally.

- **The management platform supporting foreign policy will continue to evolve as the U.S. Government responds to expanding global challenges and emerging opportunities in an increasingly austere budget environment.** Our primary aims are to assist American citizens to travel, conduct business and live abroad securely; facilitate travel to and connections with the United States for foreign citizens; ensure a high-quality workforce with appropriate skill sets for today's global context, supported by modern, secure infrastructure and operational capabilities; provide strong operational support for mission programs, including access to local communities; and create the conditions for optimal effectiveness of implementing partners. Missions must assess how to reduce cost while maintaining or improving operations and focusing on strategic imperatives. Specific focus areas include implementing QDDR, including the QDDR's human resource reforms; expanding regionalization of administrative services; full adoption and improved use of the Collaborative Management Initiative and eServices data; fully consolidating the State-USAID management platform; making more effective use of the financial management Post Support Unit; developing cross-regional platforms to offshore work from some posts; and implementing cost-effective greening initiatives. USAID Missions are also expected to implement the reforms encompassed in USAID Forward, including but not limited to the areas of human resources, procurement, monitoring and evaluation of operational efficiency and impact, and application of science, technology and innovation.

A discussion of performance for this Strategic Goal, which is supported with State Operations funds, can be found in the State Operations APR/APP.

CROSS-CUTTING ISSUES

As part of the Indicator Reengineering Process described in the introductory section of the APR/APP, cross-cutting indicators were created that were not associated with any single Program Area of the Foreign Assistance Standardized Program Structure.   Select indicators for Gender Equality/Women's Empowerment and Capacity Building are presented in this section.

Cross-Cutting Issue: Gender Equality and Women's Empowerment

U.S. efforts to promote gender equality and women's empowerment cut across several sectors.   The U.S. seeks to: reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services - economic, social, political, and cultural; reduce gender-based violence and mitigate its harmful effects on individuals; and increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies.

Programs are designed to take both women's and men's participation into account.   The U.S. supports gender-related work in a range of sectors, including economic growth, agriculture and food security, education, conflict mitigation and resolution, civil society and the media, and climate change.   For example, the USG supports a range of activities that strengthen and promote women's participation and leadership in peace building, civil society, and political processes in order to address and mitigate challenges impacting women's ability to participate meaningfully in important decisions and processes that affect them, their families, and their communities and nations; these activities include efforts to mobilize men as allies in support of women's participation and in combating gender-based violence.   U.S. efforts also work to ensure that women's issues are fully integrated in the formulation and conduct of U.S. foreign policy. Funds include efforts to promote stability, peace, and development by empowering women politically, socially, and economically around the world.

Equal Access to Social, Economic and Political Opportunities

The indicator below measures changes in societal attitudes and norms about gender equality that may serve as a proxy for deeper structural changes in the social, political, and economic spheres.   Gender equality and female empowerment are key to effective and sustainable development.   A growing body of research demonstrates that societies with greater gender equality experience faster economic growth.   They benefit from greater agricultural productivity and improved food security.   Increasing girls' and women's education and access to resources improves health and education for the next generation.   Empowering women to participate in and lead public and private institutions makes them more representative and effective.

This indicator will be used to gauge the effectiveness of USG efforts to promote gender equality by measuring changes in target population attitudes about whether men and women should have equal opportunities in social, political, and economic spheres.   This indicator will be particularly relevant to programs that seek to address or change social norms, especially those around gender.   Illustrative programs include those designed to raise broad awareness of human rights, programs that train journalists to report more responsibly on gender issues, education programs designed to change social norms and gender roles, programs designed to increase the political participation of women, youth development and empowerment, or behavior change in the health sector, among others.   The data for this indicator will be collected by survey at the beginning and end of any relevant USG-funded training or program.   The unit of measure is a proportion, where the numerator is the number of persons in the target group whose scores on the equal opportunity survey have increased over time and the denominator is the total number of persons who participated in the relevant training/programming.   This indicator is new to the APR/APP process, so no data is available for previous FYs, and baseline data is currently being collected.   FY 2012 and FY 2013

targets will be updated as missions incorporate this new indicator into their operational and monitoring plans.

CROSS-CUTTING INDICATORS						*New to APR/APP*		
Program Area: Gender								
Performance Indicator: Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities.								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	N/A	Data not available	N/A	N/A
Data Source: FY 2011 Performance Reports from Colombia, Comoros, El Salvador, Madagascar, Singapore, South Sudan, Sudan (Pre-July 2011), Uganda, State Oceans and International Environment and Scientific Affairs (OES), and USAID Central America Regional as reported in the Foreign Assistance Coordination and Tracking System, although all OUs reported 0 value this FY. Initial data will be collected and targets set in FY 2012.								
Data Quality: The questions used in the surveys have been validated in the World Values Survey, the AfroBarometer in Africa, and the Ibero-American surveys in Latin America. Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Gender Based Violence Services

Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females.   GBV impacts both development and humanitarian assistance objectives and cuts across most technical sectors (e.g., health, education, democracy and governance, economic growth, and disaster response).   The indicator below looks at the types of services that are being delivered to male and female victims of abuse within and across countries.   Examples of USG-supported services include legal, health, psycho-social, economic, shelters and hotlines.

This indicator will enable the Department of State and USAID to gain a basic but essential understanding of the reach and scale of programs to address various types of services that are provided to male and female victims of abuse.   It will also allow U.S. Government country teams, host country governments, and implementing partners to assess whether interventions are adequately addressing identified needs within the country.   This indicator is new this year, so no target was set for FY 2011.   FY 2011 results and FY 2012 and FY 2013 targets reflect input from a small number of operating units.   Targets will be updated as more missions incorporate the new indicators into their operational and monitoring plans.

CROSS-CUTTING INDICATORS						*New to APR/APP*		
Program Area: Gender								
Performance Indicator: Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	1,757,601	Data not available	2,115,759	2,412,899
Data Source: FY 2011 Performance Reports from Armenia, Democratic Republic of the Congo, Ethiopia, and USAID Democracy, Conflict and Humanitarian Assistance (DCHA), as reported in the Foreign Assistance Coordination and Tracking System. Data is to be collected and reported by implementing partners with programs in any sector (health, humanitarian, education, etc.) that are designed to raise awareness about or prevent gender-based violence.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Limitations of this indicator data include that it cannot provide information about the quality of services and it doesn't lend itself well to cross program or country comparisons.								

Cross-Cutting Issue: Multilateral Contributions

United Nations Transparency and Accountability Initiative

The United States continued to work with agencies of the United Nations system to implement the eight goals of the U.S.-sponsored United Nations Transparency and Accountability Initiative (UNTAI) that is applied across the UN.   The purpose of UNTAI is to improve UN Funds and Programs' performance by increasing the transparency and accuracy of information flow; enhancing operational efficiency and effectiveness; bolstering oversight and ethics systems; and strengthening financial management and governance.

The Department of State launched Phase I of UNTAI in 2007 for the purpose of extending reforms already in place at the UN Secretariat to the rest of the UN System.   As a result of sustained and intensive diplomacy, the six organizations and programs (UNICEF, UNDP, UNFPA, UNEP, UN HABITAT, and UNIFEM – now UN Women) have strengthened internal oversight and transparency, established ethics offices, made more information publicly available online, and updated financial systems.

In 2011, the Department launched UNTAI Phase II (UNTAI-II) to target areas where member states can increase oversight and accountability and ensure that contributions are utilized efficiently and effectively. Specifically, UNTAI-II seeks to make reforms in the following areas: (1) effective oversight arrangements; (2) independent internal evaluation function; (3) independent and effective ethics function; (4) credible whistleblower protections; (5) conflicts of interest program; (6) effective and transparent procurement; (7) enterprise risk management; and (8) transparent financial management.

The indicator below reflects progress on important managerial aspects of those organizations as rated by the USG UNTAI II annual assessment.   The annual assessment rates on 8 accountability goals based on the achievement of specific benchmarks using a 5-point scale.

CROSS-CUTTING INDICATORS						*New to APR/APP*		
Program Area: Multilateral Coordination								
Performance Indicator: Percent of Major UN organizations funded by the IO&P account that have overall accountability ratings of at least 3 out of 5 on the United Nations Transparency and Accountability Initiative Phase II (UNTAI II) annual assessment								
FY 2007 Results	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Target	FY 2011 Results	FY 2011 Rating	FY 2012 Target	FY 2013 Target
N/A	N/A	N/A	N/A	N/A	69.8%	Data not available	72.9%	75.0%
Data Source: Annual UNTAI II Assessment Reports, which rate organizations against benchmarks.								
Data Quality: Performance data reported by Missions for international organizations will be review and validated by responsible officers in the IO Bureau. A second level review for accuracy and consistency of rating determinations will be conducted by a lead officer.								

Management Accomplishments – USAID

In fulfilling President Obama's commitment, as stated in the President's Policy Directive on Global Development (PPD-6), to build USAID into "the world's premier development agency," USAID implemented ambitious reforms called **USAID *Forward*.** Through foundational changes in several key areas, these reforms aim to ensure the Agency becomes a model for delivering efficient and effective development assistance. Below are specific areas of reform and some accomplishments to date. For more information on USAID *Forward*, please visit *http://forward.usaid.gov.*

Evidence Based Policy: For USAID to become the world's premier development agency, it must be able to make strategic policy choices that are informed by cutting-edge evidence and analysis. In 2010, the Agency created the Bureau for Policy, Planning, and Learning to shape overall strategic and program planning to ensure the Agency's evolution as a learning organization. The agency introduced a new evaluation policy that has been called "a model for other federal agencies" by the American Evaluation Association. Evaluation results will be released within three months of their completion, whether they tell a story of success or failure.

Strategic Budgeting: The new Office of Budget and Resources is tasked with ensuring that budgets are aligned with agency priorities, linked to program outcomes, and that funds are expended efficiently. In an era of constrained foreign affairs budgets, the need is especially compelling to invest based on sound analysis and evaluation of what works.

Locally Led Development: USAID is creating new funding mechanisms to allow it to work directly with local partners, substantially increase in-country capacity, and empower the local private sector and civil society to create meaningful development solutions. In the 2011 Development Assistance Committee Peer Review, the Organization for Economic Co-Operation and Development recognized these efforts, calling the Agency a leader when it comes to private sector engagement.

Innovation: To transform development through science, technology, and innovation, USAID launched the Grand Challenges for Development, a series of grant competitions designed to focus the development community on key barriers to progress. We recently announced award nominations for our first Grand Challenge—Saving Lives at Birth—and plan to soon unveil Grand Challenges in agriculture, energy, and education. In addition, USAID established a partnership with the National Science Foundation to link their research fellows with USAID-funded scientists in the developing world.

Each of these reforms is designed to change the way the Agency does business—with new partnerships, a greater emphasis on innovation, and a relentless focus on real results. Collectively, these reforms will help ensure USAID is investing every development dollar in the most effective, efficient, and transparent way possible.

Management Challenges - USAID

Working in Critical Priority Countries and Disaster Areas	
CHALLENGE	**Program Implementation.** USAID continues to face enormous challenges in implementing its programs and activities in Afghanistan, Pakistan, Iraq, Sudan, and Haiti. Security concerns, weaknesses in governance, and corruption are persistent problems. Moreover, as USAID provides more of its assistance directly to host-country institutions to help build capacity at the national, provincial, and local levels, questions concerning accountability for those funds may arise.
Actions Taken	(See discussion on Federal Managers' Financial Integrity Act (FMFIA) significant deficiencies in the MD&A section under Management Assurances.)
Actions Remaining and Target Completion Date	(See discussion on FMFIA significant deficiencies in the MD&A section under Management Assurances.)
Managing for Results	
CHALLENGE	**Assistance Planning**. Of the 80 performance audits OIG conducted in FY 2011, 25 disclosed problems with assistance planning: (1) program performance indicators and targets were not established, updated, or were not very closely related to USAID activities; (2) performance targets were inconsistent in performance management plans, contracts and grants, and annual work plans or were not appropriate; and (3) performance indicators were not adequately defined, or data collection procedures were not uniform amount partners. These deficiencies make it difficult for program implementers—USAID, partner-governments, contractors, and grantees—to track progress toward and achieve program objectives and results.
Actions Taken	In June 2010, the Administrator established a Bureau for Policy Planning and Learning (PPL), which is leading USAID's efforts to enhance strategic and program planning and implementation as well as monitoring and evaluation processes. In January 2011, PPL began to implement its new Evaluation policy and in September 2011, it launched new guidance requiring missions to develop a Country Development Cooperation Strategy (CDCS) by FY 2013. This guidance includes requirements for indicator selection to ensure that indicators are directly related to strategic objectives. Nine missions in three regions (AFR, E&E, and ASIA) are now implementing an approved CDCS, including country-level performance measures.
Actions Remaining and Target Completion Date	Following issuance of the CDCS guide, PPL is developing new project design guidance which emphasizes the importance of establishing performance indicator targets that directly relate to USAID activities. New USAID Program Cycle Guidance including policy, strategy, project design and implementation, monitoring and evaluation and performance management phases is being drafted. Each phase in the program cycle requires that USAID staff and program implementers consistently track progress toward achievement of strategy and program goals and expected results in partnership with relevant stakeholders. Additional training is planned in Washington and regional hubs in FY 2011 to continue staff skill building in planning, performance management and target setting. Nine additional countries have a CDCS under review to be approved by December 2011 and a total of 76 countries and regions are on schedule to have completed CDCS by the end of FY 2013.Training will be emphasized for new Foreign Service officers under the Development Leadership Initiative.
	Performance Management. For programs audited in FY 2011, a significant portion of program performance targets were not met, or performance lagged behind targets in key areas. OIG reported this finding in 17 performance audit reports. Also, 35 performance reports documented instances of inadequate contract or program management.
Actions Taken	The Agency continued efforts to build its capacity in planning and performance management by delivering 10 Managing for Results (MfR) workshops in FY 2011. Over 462 people have been trained to date and have improved their MfR skills and indicator selection. Out of the 462 people trained, more than two-thirds work in Missions currently preparing a Country Development Cooperation Strategy. The remaining participants are members of the Development Leadership Initiative. Four lessons of the MfR workshop focus specifically on indicator selection, data quality, setting baselines, targets and program development with hands-on exercises that allow participants to apply what they learn to real life development

	assistance scenarios. As of FY 2011, the MfR workshop has become an institutionalized part of the Agency's capacity building efforts to support ongoing improvement in the areas of planning and performance management. The Management Bureau's Office of Management Policy, Budget and Performance updated the FY 2011 curriculum to include monitoring and evaluation in high threat environments in accordance with current USAID policy.
Actions Remaining and Target Completion Date	An additional 275 staff are targeted for training in MfR in Washington and regional hubs in FY 2012. In addition to the MfR training, two critical phases of the program cycle—Strategic Planning and Evaluation—have become an institutionalized part of the Agency's process for achieving development results. Improved guidance for Project Design and Implementation as well as for Performance Management will be fully implemented in FY 2012. To strengthen the role of Contracting Officer Technical Representatives' (COTR) in overseeing performance management, a new course for mid-level COTRs is being piloted in February 2012.
CHALLENGE	**Results Reporting.** OIG audits have identified inaccurate or unsupported reported results. In 37 of the audit reports OIG issued in FY 2011, OIG noted that data reported by USAID operating units or their partners were misstated, not supported, or not validated.
Actions Taken	USAID/M/MPBP and the Office of the Director of U.S. Foreign Assistance (State/F) undertook a review and revision of the Foreign Assistance Standard Indicators as part of the streamlining initiative in FY 2011. These indicators are used by all USAID operating units (OUs) to report on program performance. As a result of the review, major revisions were made to the indicator set, including elimination of some indicators, revisions to other indicators to improve the clarity and focus of the indicators, and creation of new indicators. A large component of this effort was the development of new indicator reference sheets which provide detailed definitions of the indicators, parameters for and limitations on data collection, and instructions to clarify the type of data expected to be submitted for each indicator. The FY 2011 Performance Plan and Report guidance also includes specific instructions to OUs on the standards for Data Quality Assessments. These actions are designed to emphasize the importance of accurate data collection and reporting at the mission level, and provide additional tools for OUs to use to improve data collection and reporting.

In addition, USAID is elevating the importance of program reporting and has strengthened the use and selection of indicators and targets in strategy and project development. |
| **Actions Remaining** | In FY 2012, ADS 203 Assessing and Learning will be revised to incorporate new guidance and underscore the importance of selecting indicators that directly relate to the activities undertaken and the importance of accurate reporting. |
| **CHALLENGE** | **Sustainability.** Sustainability is the capacity of a host-country organization to achieve long-term success and stability and to serve its clients and consumers without interruption and without reducing the quality of services after external funding ends. OIG audits have identified obstacles to project sustainability, with 11 audit reports disclosing sustainability weaknesses in FY 2011. |
| **Actions Taken** | Under the USAID Forward reform, USAID is focusing on strengthening the capacity of host country and local institutions by contracting with and providing grants to more varied local partners to ultimately create conditions where aid is no longer necessary. USAID realizes that enhancing local sustainability through foreign assistance is a long term undertaking.

USAID is also building capabilities by providing Local Capacity Development trainings. In FY 2011, USAID trained 190 people in 26 different operating units.

More specifically, in addressing OIG's audit findings that India did not have a sustainability plan, the India Mission stated that in collaboration with the Government of Uttar Pradesh and Family Planning Services Agency (SIFPSA), the Mission is currently developing a transition/sustainability plan for the state society in Uttar Pradesh to ensure that USAID maintains influence over how the $40.1 million in accumulated savings is spent and ensures they are spent for purposes consistent with the original program. The Mission is continuing a dialogue with SIFPSA begun in October 2011. They are currently taking the following actions: |

	1) Consultations and discussions with Government of India, Government of Uttar Pradesh (UP), the Governing Board of the State Innovations in SIFPSA and SIFPSA leadership on transition plans; 2) Consultations within USAID/India to develop plan of action (including Regional Legal Advisor, Controller, Program Support Office, Health Office, Front Office); 3) Two firms were hired (PriceWaterhouse Coopers [PWC] and R. M. Lall and Company) to work on operationalization (PWC) and financial/legal (R.M. Lall) matters regarding the SIFPSA transition; 4) USAID/India Mission Director meeting with newly appointed Government of UP Executive Director of SIFPSA to reach agreement on planned course of action (October 19, 2011).
Actions Remaining and Target Completion Date:	As part of the new project design guidance that will be rolled out in FY 2012, a sustainability assessment will be mandatory. The USAID/India Mission has identified two remaining items: (1) in November 2011, review the reports from the two firms and present a planned course of action to SIFPSA and government counterparts, and (2) in December 2011, hold a Governing Board of SIFPSA meeting to review and approve the planned course of action.
Managing Acquisitions and Assistance	
CHALLENGE	**Strategic Procurement Reforms.** Current strategies emphasize the importance of using partner country systems and strengthening local capacity and institutions. To assess the partner country systems, USAID established a Public Financial Management Risk Assessment Framework (PFMRAF). Use of the framework will discharge USAID's fiduciary duties, advance USAID's broad development goals, and achieve measurable results jointly identified and agreed on with the partner country government. If USAID intends to use a partner country's supreme audit institution (SAI), USAID needs to coordinate with the USAID OIG to ensure that the SAI can conduct audits in accordance with U.S. Government Auditing Standards.
Actions Taken	These broad strategic procurement reforms are intended to develop and use local country systems that are consistent with international standards of public financial management—not with U.S. standards, per se. In accordance with international agreements reached in Paris and Accra (2005 Paris Declaration and 2008 Accra Agenda for Action), USAID's reform effort is designed to generally recognize (developed-world) international standards, as implemented locally. While USAID would expect there to be substantial overlap between U.S. Government Auditing Standards and those of the international community, these would not necessarily be identical in all respects.
Actions Remaining and Target Completion Date:	Subject to the above clarification, coordination with the USAID OIG on the Agency's strategic procurement reforms is welcome, and the Agency looks forward to the OIG's review and input. In accordance with Agency policy on the PFMRAF, there are many opportunities to consult with the OIG before conclusions are reached on the capacity of partner-country systems to manage USG funds. This falls solidly within the OIG's statutory duty to coordinate and recommend policies designed to "promote economy, efficiency and effectiveness" in the administration of the Agency's programs and operations (Inspector General Act of 1978, as amended, Sec. 2) as well as within its oversight and enforcement functions.
CHALLENGE	**Cost-Reimbursement Contracts.** USAID commonly uses cost-reimbursement contracts, which allow for payment of allowable incurred costs. However, these types of contracts place a heavy burden on USAID operating units to provide the monitoring necessary to provide assurances that U.S. taxpayer funds are used efficiently and effectively.
Actions Taken	In April 2011, USAID reported in its Acquisition Savings Plan to the Office of Management and Budget (OMB) a 21 percent reduction of total new awards in high-risk contracting mechanisms. In August 2011, a permanent chair was named for the new Acquisition and Assistance Review Board (AARB), formerly Contract Review Board (CRB). The Agency has begun developing guidance for the new AARB.
Actions Remaining and Target	The Agency will continue to monitor and reduce the number of cost-reimbursement type contracts whenever feasible. The guidance for the new AARB will be issued in October 2012,

Completion Date:	with initial applicability to acquisition actions. During the following six months, the Agency will assess the effectiveness of the new procedures and make decisions on including assistance actions in future AARB reviews.
CHALLENGE	**Implementing Homeland Security Presidential Directive-12 (HSPD-12).** The OIG reported that USAID lacked the resources to comply with this U.S. Government-wide directive. Although USAID has since met the requirements for credentials that allow access to the buildings at headquarters, it has not yet met the requirement for credentials that enable access to information systems. Future challenges in this area include tailoring an implementation plan for USAID/Washington and overseas posts.
Actions Taken	Under OMB's policy on continued implementation of HSPD-12 for a common identification standard for federal employees and contractors, the Office of the Chief Information Officer, in coordination with the Office of Security, formed a HSPD-12 Steering Committee to assure continuity of physical and logical access. An analysis of vendors was completed in the fourth quarter of FY 2011.
Actions Remaining and Target Completion Date:	During the first quarter of FY 2012, USAID will begin the pilot to implement logical access to the Agency's information technology (IT) infrastructure. USAID's intent is to issue federal Personal Identity Verification (PIV) and PIV-I cards to USAID employees ahead of OMB's scheduled time line.
CHALLENGE	**Consolidating IT Personnel and Infrastructure with the Department of State.** In FY 2010, USAID and DOS consolidated their IT personnel and infrastructure in Afghanistan and shifted USAID personnel to DOS's network, OpenNet. Subsequently, USAID conducted a business study for consolidating USAID and DOS IT infrastructure at approximately 70 locations where both USAID and DOS have operations. The approach chosen as a result of this study invokes total integration of hardware, software, and support personnel. USAID is planning to conduct pilots at three locations starting in October 2011. USAID's study identified potential critical risks associated with the consolidation effort—including weakening of system security and not attaining projected savings—that will require management attention.
Actions Taken	USAID and DOS are in the process of jointly (1) implementing pilots at three mission locations—Lima, Guatemala, and San Salvador—to validate the findings of the study and architecture, and (2) developing architecture for the Foreign Area Network as well as developing an overall governance structure for the solution.
Actions Remaining and Target Completion Date:	Pending the results of pilots, USAID and DOS may decide to extend it to all USAID missions.
CHALLENGE	**Safeguarding Classified Material.** In response to a November 2010 OMB memorandum that noted the "significant damage to our national security" caused by WikiLeaks disclosures, USAID conducted: (1) a self-assessment of the Agency's handling of classified material; (2) an external review by the Information Security Oversight Office and the Office of the National Counterintelligence Executive (ONCE); and (3) a review by the OIG. All three of these efforts noted areas for improvement in safeguarding classified material.
Action Taken	**Policy.** The recommendations of the ONCE to improve the policy, standards, operating procedures, processes and guidelines for classified operations were embraced by USAID. As a result USAID drafted new management policies for classified operations, communications security, cable room operations, conducting secure meetings and conferences, and personal electronic device management. **Safeguard and Protection.** To assure secure system baselines, USAID re-imaged 131 classified system hard drives to the latest DOS ClassNet operating system baseline, between July and October 2011. Further, all system hard drive antivirus signatures were validated and current. The software was validated to ensure it actively monitors ClassNet systems. USAID performed an internal assessment of current infrastructure against future requirements. This assessment spanned user-classified processing systems, secure video telecommunications, secure voice, and controlled, secure print capability and protected distribution systems at future planned secure operations locations to harden protective capabilities of physical

	connections. USAID planned, researched, and invested in thin client infrastructure, personal identification number (PIN)-secured networked print devices, TEMPEST-certified secure video teleconference with TEMPEST-certified secure Voice Over Internet Phone (VOIP) for both Secret and Top Secret-Sensitive Compartmented Information environments. USAID also purchased encryption device upgrades with appropriate administrative training packages to reinforce proper administrative capability within the Agency. USAID plans to be fully migrated to a thin client-managed environment by June 2012. In addition, USAID is developing a local model that adopts and mirrors the Defense Information System Agency safeguard and protective measures, to include implementation of minimum required, limited, designated Agency "trusted agents," who will be authorized to reproduce classified documentation, and will be accountable for tracking, documenting, transferring to internal and external bureaus and/or agencies, and dispositioning media on behalf of USAID. **Continuity of Operations Program.** USAID has initiated actions to fully implement thin client infrastructure to support classified computer processing and upgrade to Internet Protocol-based secure video telecommunications and voice capability no later than March 2012. The protected distribution systems will be installed to protect classified computing connections during non-operations hours. **Accountability.** USAID developed a local inventory and labeling mechanism that resulted in 100 percent accountability of classified hardware, printers, and hard disk drives. All stand-alone computing devices were removed from the operational environment in July 2011. **Training and Awareness.** The Chief Information Security Office and the Office of Security training coordinators jointly revamped initial and annual refresher training and tracking mechanisms. A baseline, automated training program will be developed, customized and implemented throughout the Agency, aimed at increasing awareness, automating annual training, and tracking and sending training reminders to users. **Information Security.** Under Executive Order 13526, training has been developed for Original Classification Authorities (OCA). The training is designed to ensure OCAs are familiar with their roles and responsibilities in the classification, safeguarding, and declassification of classified national security information. Individuals authorized to hand-carry classified materials must carry with them a Form AID500-7, and a Courier Authorization Card. To ensure the safeguarding, control, and accountability of classified material and courier cards, effectively October 15, 2011, the Office of Security is the only office authorized to issue Courier Authorization Cards to USAID-designated couriers. **Portable Electronic Devices (PED).** USAID developed a new policy which encompasses a risk-management approach that combines the use of security technology products with user awareness and procedural controls and measures to minimize the vulnerabilities inherent with PEDs. **Counterintelligence and Insider Threat.** As outlined in Executive Order 13587, USAID developed an Insider Threat program called *Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information*.
Actions Remaining and Target Completion Date:	**Culture.** In response to assessments by ODNI and OIG, USAID formed a steering committee to oversee, recommend, and guide the Agency's unified activities to address, direct and improve protection, safeguard, administration, accountability, inventory, and effective use of classified information and systems. The target completion date is June 2012. **Capability.** USAID is soliciting expertise and input from all Agency security offices, business units, and bureaus to assure policies, culture, and activities support Agency business goals and objectives, encompass all 10 security domains, and result in well-rounded, vetted, and unified actions across the Agency.

	Competency. USAID is reviewing strategy to align with Department of Defense 8570 Information Assurance training requirements to increase, train, and retain well-qualified, knowledgeable information assurance and IT staff. Classified equipment issue, safeguard, and protection responsibility will be assigned at the highest level in each USAID bureau. The target implementation date is June 2012. Agency policies related to personnel, physical, and industrial security programs; counterintelligence program; and PEDs are under technical review. USAID expects to formally approve them by June 2012. In addition, USAID will implement an Insider Threat Detection and Prevention program under Executive Order 13587.usiness goals and objectives, encompass all 10 security domains, and result in well-rounded, vetted, and unified actions across the Agency.

Management Challenges – Department of State

Contracting and Procurement	
CHALLENGE	**Staffing.** The Department's primary acquisition organization, the Bureau of Administration's Office of Acquisitions (AQM) has experienced an increase in the number of procurement transactions processed and an increase in the dollar value of procurement actions issued without a corresponding increase in contracting personnel to handle the workload.
Actions Taken	AQM hired over 59 employees and 44 contract staff since 2008 in contract officer/procurement-related positions.
Actions Remaining	AQM will continue to assess its workforce. Through internal funding mechanisms (a one percent fee charged on all contracting services) and direct-hire authority through 9/30/2012, AQM will continue to adjust staffing to meet the Department's procurement needs.
CHALLENGE	**Administration and Oversight**. The Department's administration and oversight of some contracts is inadequate, especially for accountability in Afghanistan, Iraq, and Tajikistan. Additionally, the Department must ensure contractors are properly chosen and work is properly conducted and monitored to help contain costs.
Actions Taken	The Department revised Contracting Officer Representative (COR) training to include more skills based, real world examples. Certification of CORs ensures that only trained personnel are assigned COR duties. Contract administration resources must now be planned for at the time of requisitioning on major services programs (over $25 million per year). Personnel fulfilling COR roles must be evaluated on COR duties by management and the contracting officer. Exceptional CORs are rewarded with an annual award for excellence. Procurement data quality has been significantly improved.
Actions Remaining	The Department will continue to focus on balancing its workforce and rebuilding core capabilities. Contracting Officer Representative training will be augmented with annual COR conferences to bring the community together. Past performance information must be improved and used to manage contractor performance. Past performance reporting will be centralized in the Office of Acquisition Management for more effective management.
CHALLENGE	**Monitoring of Grants.** The Department needs to improve monitoring of grantee performance in the area of refugee and humanitarian programs and democracy building activities.
Actions Taken	The Department implemented a Grants Management Review process to assess bureau and post-grant management operations. Grantee site visits have been increased with Department oversight organizations partnering with bureau grants officers on grantee reviews. Program evaluation guidelines have been issued by the Office of the Director of Foreign Assistance (F) to assess program effectiveness.
Actions Remaining	The Department will continue to improve grants management training by developing online training options to assist oversees grants operations.
Coordinating and Overseeing Foreign Assistance	
CHALLENGE	**Integrated Budget Planning**. In preparation for collaborating on the development of the FY 2014 Foreign Assistance budget, agreed upon roles and responsibilities for the Department and USAID should be developed and disseminated to avoid redundant or conflicting requirements for agency bureaus.
Actions Taken	The Department and USAID have engaged to determine the FY 2014 budget process and the respective roles of each agency and their offices, including a multi-year budgeting initiative as part of QDDR implementation and an initiative to streamline and integrate the FY 2014 budget planning process. An after-action review of the FY 2013 budget process was also conducted to inform and improve the FY 2014 process.
Actions Remaining	The FY 2014 budget process for Foreign Assistance programs will begin in the first quarter of 2012. It is expected that that initiatives undertaken will have a substantial impact on rationalizing and streamlining the preparation of the budget, will result in detailed definition of respective agency and office roles, and will inform the FY 2014 budget formulation process.

Diplomacy with Fewer Resources	
CHALLENGE	**Consolidating State-USAID Management Platforms**. The goal of fully consolidating State-USAID management platforms remains an unaccomplished goal, despite some progress toward consolidation.
Actions Taken	A new Joint Management Board (JMB) was established to facilitate the consolidation of management support services between State and USAID and to address specific issues. As successor to the previous steering group, the Joint Management Council, the JMB is intended to be more streamlined and provide a strong single voice to both headquarters and field.
Actions Remaining	The consolidation of management support services has been successful at posts where State and USAID are located in the same building or Embassy compound and where they are not collocated. The JMB will re-evaluate unresolved unconsolidated services across all posts and formally or informally contact posts to move forward with full consolidation by an agreed-upon deadline of September 30, 2012.
Information Security and Management	
Challenge	**FACTS Application.** The Department needs to ensure documents with respects to the FACTS application.
Actions Taken	The FACTS team received training on ITAB and identified data which are responsive.
Actions Remaining	Actions were completed after distribution of the draft summary report.

Discontinued and Revised Indicators

OBJECTIVE: PEACE AND SECURITY	
Program Area	**Counterterrorism**
Performance Indicator	**Cumulative Number of Countries that Have Developed Valid Export Control Systems Meeting International Standards (Revised in FY 2011 APP)**
Reason for Revision	Previously, this indicator, which related to the EXBS "graduated countries," was used to monitor performance in this area. However, this indicator no longer serves as an accurate reflection of progress for a variety of reasons, such as widely disparate baseline capacity levels for current partner countries, and the discontinuation of country funding for reasons other than graduation. Results through FY 2009 are provided below using this indicator. But starting in FY 2009, EXBS country advancement will be measured through a combination of individual country assessments performed by independent third parties using a standardized, objective Rating Assessment Tool and annual internal 'progress reports' between formal assessments.

OBJECTIVE: PEACE AND SECURITY	
Program Area	**Stabilization Operations and Security Sector Reform**
Performance Indicator	**Political Stability and Absence of Violence in Afghanistan (Discontinued in FY 2012 APP)**
Reason for Discontinuation	Due to the current volatility of the situation on the ground and the many external influences presently impacting Afghanistan, the Department is unable to accurately forecast out-year targets for this indicator at this time. Therefore, this indicator will be discontinued after this fiscal year. Measures for Afghanistan will be addressed more comprehensively in future HPPG and APG reporting.

OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY	
Program Area	**Good Governance**
Performance Indicator	**Number of Countries with an Increase in Government Effectiveness (Discontinued in FY 2012 APP)**
Reason for Discontinuation	Due to the current volatility of the situation on the ground and the many external influences presently impacting most of these countries, the Department is unable to forecast out-year targets accurately for this indicator at this time. Therefore, this indicator will be discontinued after this fiscal year. For more information on World Bank Worldwide Governance Indicators data, please visit http://info.worldbank.org/governance/wgi/index.asp..

OBJECTIVE: GOVERNING JUSTLY AND DEMOCRATICALLY	
Program Area	**Political Competition and Consensus-Building**
Performance Indicator	**Number of Countries Showing Progress in Developing a Fair, Competitive, and Inclusive Electoral and Political Process (Discontinued in FY 2012 APP)**
Reason for Discontinuation	Due to the current volatility of the situation on the ground and the many external influences presently impacting several of these countries (particularly in Afghanistan, Egypt, Haiti, Iran, and West Bank and Gaza), the Department is unable to accurately forecast out-year targets for this indicator at this time. Therefore, this indicator will be discontinued after this fiscal year. For more information on the publication Freedom in the World, visit Freedom House at http://www.freedomhouse.org..

OBJECTIVE: ECONOMIC GROWTH	
Program Area	**Infrastructure**
Performance Indicator	**Number of People with Access to Internet Service as a Result of USG Assistance (Discontinued in FY 2012 APP)**
Reason for Discontinuation	Because it is difficult to attribute USAID's contribution to the increase the numbers of people with access to Internet services, the specific indicator, "Number of People with Access to Internet Service as a Result of USG Assistance" will be discontinued and is being replaced by the third-party indicator, "Number of Internet Users."

OBJECTIVE: ECONOMIC GROWTH	
Program Area	**Private Sector Competitiveness**
Performance Indicator	**Number of Commercial Laws Put into Place with USG Assistance that Fall in the Eleven Core Legal Categories for a Healthy Business Environment (Discontinued in FY 2012 APP)**
Reason for Discontinuation	The indicator on commercial laws put in place captures only a limited amount of U.S. assistance to the private sector. Therefore, it will be eliminated. In its place, a new and more comprehensive indicator of private sector competitiveness, the Global Competitiveness Index (GCI), has been added in FY 2010.

OBJECTIVE: HUMANITARIAN ASSISTANCE	
Program Area	**Protection, Assistance, and Solutions**
Performance Indicator	**Percent of Targeted Disaster-Affected Households Provided with Basic Inputs for Survival, Recovery, or Restoration of Productive Capacity (Discontinued in FY 2012 APP)**
Reason for Discontinuation	The percent of targeted disaster-affected households is not an adequate measure, and OFDA is working to identify more robust indicators to measure achievement of this objective. This indicator will be dropped in FY 2011.

OBJECTIVE: HUMANITARIAN ASSISTANCE	
Program Area	**Protection, Assistance, and Solutions**
Performance Indicator	**Percent of Targeted Beneficiaries Assisted by USAID's Office of U.S. Foreign Disaster Assistance-Supported Protection and Solution Activities (Discontinued in FY 2011 APP)**
Reason for Discontinuation	The indicator will no longer be reported because it is not an adequate measure of USAID's ability to respond to the protection needs of targeted beneficiaries needing humanitarian assistance. The indicator does not capture how well beneficiaries' needs are being correctly identified and subsequently met with the activities provided.

Program Assessment Rating Tool Measures

With conclusion of the Program Assessment Rating Tool (PART) process, the Department of State and USAID have revised the group of representative indicators included in annual performance report to reflect current foreign assistance and Administration priorities. PART measures that remain applicable to current programs are identified in Table 5.   Table 6 lists PART measures for Foreign Operations-funded programs that have been discontinued from annual performance reporting.[4]

Table 5: Reported PART Measures for Foreign Operations-Funded Programs

Assistance to Transforming Countries	Net enrollment rate for primary schools
Child Survival and Health Population	Percentage of births spaced three or more years apart
Development Assistance to Latin America and the Caribbean (LAC)	Number of hectares under improved natural resource management as a result of U.S. Government assistance
Africa Child Survival and Health	DPT 3 Coverage Rate (%)
Africa Child Survival and Health	Modern contraceptive prevalence rate (%)
International Disaster and Famine Account	In complex humanitarian crises, percent of monitored protracted emergency sites with less than 10 percent Global Acute Malnutrition

Table 6: Discontinued PART Measures for Foreign-Operations-Funded Programs

Assistance to Transforming Countries	Number of learners enrolled in U.S.-supported primary schools or equivalent non-school based setting
Assistance to Transforming Countries	Number of deaths among children under age five in a given year per 1,000 live births in that same year
Assistance to Transforming Countries	World Bank Rule of Law Index
Assistance to Transforming Countries	Number of teachers/educators trained with U.S. Government support
Assistance to Transforming Countries	Number of cases of child diarrhea treated in U.S.-assisted programs
Assistance to Transforming Countries	Number of people in target areas with access to improved drinking water supply in the Philippines as a result of U.S. Government assistance
Assistance to Transforming Countries	Number of domestic human rights nongovernmental organizations receiving U.S. Government support
Assistance to Transforming Countries	Cost per DPT3 beneficiary (number of children less than 12 months of age who received DPT3 from U.S.-supported programs) in India
Assistance to Transforming Countries	Number of justice sector personnel in the Philippines that received U.S. Government training
Assistance to Transforming Countries	Per learner cost for improving access to quality education in U.S.-supported primary schools or equivalent non-school based settings in the Philippines
Assistance to Developing Countries	Number of the 11 core commercial laws put into place as a result of U.S. Government assistance
Assistance to Developing Countries	World Bank Government Effectiveness Index
Assistance to Developing Countries	Number of deaths among children under age five in a given year per 1,000 live births in that same year

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[4] A list of discontinued PART indicators from State Operations funded programs is available in the State Operations Volume of the FY 2013 Congressional Budget Justification.

Assistance to Developing Countries	Number of learners enrolled in U.S.-supported primary schools or equivalent non-school based setting
Assistance to Developing Countries	Number of cases of child diarrhea treated in U.S.-assisted programs
Assistance to Developing Countries	Number of people trained in maternal/newborn health through U.S.-supported programs
Assistance to Developing Countries	Number of children reached by U.S.-supported nutrition programs
Assistance to Developing Countries	Days to start a business
Assistance to Developing Countries	Number of new members in private business associations as a result of U.S. Government assistance
Assistance to Developing Countries	Number of sub-national government entities receiving U.S. Government assistance to improve their performance
Assistance to Developing Countries	Number of project assistance beneficiaries per project assistance dollars for Egypt.
Assistance to Developing Countries	Percentage of indicative benchmarks in the financial sector Memorandum of Understanding for non-projectized assistance met by the Government of Egypt
Assistance to Developing Countries	Percentage of condition precedents met by the Government of Jordan to receive non-projectized monies
Assistance to Rebuilding Countries	Political stability and absence of violence in Afghanistan
Assistance to Rebuilding Countries	Number of judges trained with U.S. Government assistance
Assistance to Rebuilding Countries	Increased sales of licit farm and non-farm products in U.S. Government-assisted areas of Afghanistan over the previous year
Assistance to Rebuilding Countries	Number of kilometers of transportation infrastructure constructed or repaired in Afghanistan through U.S. Government assistance
Assistance to Rebuilding Countries	Number of deaths among children under age 5 in Nepal and Afghanistan in a given year per 1,000 live births in that same year
Assistance to Rebuilding Countries	Number of families benefiting from alternative development or alternative livelihood activities in U.S. Government assisted areas in Afghanistan
Assistance to Rebuilding Countries	Number of Afghanistan's Executive Branch personnel trained with U.S. Government assistance
Assistance to Rebuilding Countries	Number of children under five years of age who received Vitamin A from U.S. Government-supported programs in Nepal
Assistance to Rebuilding Countries	World Bank Government Effectiveness Index for Nepal
Assistance to Rebuilding Countries	Dollars generated per job created (full-time and full-time equivalent) through U.S. Government assistance to Afghanistan
Assistance to Rebuilding Countries	Cost of starting a business in Afghanistan
Assistance to Rebuilding Countries	Number of U.S.-assisted delivery points providing Family Planning counseling or services
Assistance to Rebuilding Countries	Percentage of the Government of Afghanistan budget attributed to customs revenues
Assistance to Rebuilding Countries	Number of individuals who receive U.S. Government supported political party training in Nepal
Assistance to Rebuilding Countries	Reduce cultivation of opium poppy in Afghanistan with the long-term goal of achieving a poppy-free North between 2005 and 2010 (21 out of 34 provinces)
Assistance to Rebuilding Countries	Political stability and absence of violence in Nepal
Assistance to Rebuilding Countries	World Bank Government Effectiveness Index for Afghanistan

Assistance to Rebuilding Countries	Number of Civil Society Organizations using U.S. Government assistance to improve internal organizational capacity
Office of Transition Initiatives (OTI)	Percentage of OTI programs that demonstrate increased access to unbiased information by target population on key transition issues
Office of Transition Initiatives (OTI)	Percentage of OTI programs that have a sustainable handoff strategy (either to USAID Mission or local civil society groups) in place after 18 months of starting up a new country program
Office of Transition Initiatives (OTI)	Percentage of final evaluations that find that OTI had a significant impact in advancing democratic political transitions in priority conflict-prone countries
Office of Transition Initiatives (OTI)	Leveraging of additional non-OTI funds to support OTI programs
Child Survival and Health Population	Percentage of first births to women under age 18
Child Survival and Health–Population	Percentage of married women of reproductive age who use modern contraceptives
Child Survival and Health–Population	Percentage of total demand for family planning satisfied by modern method use among married women of reproductive age
Child Survival and Health–Population	Average cost per married woman of reproductive age receiving USAID-attributed modern contraceptives
Child Survival and Health–Population	Percentage of births parity 5 or higher
Development Credit Authority (DCA)	Percentage of guaranteed financial institutions that continue to lend without a guarantee or with a lower guarantee in the targeted sector
Development Credit Authority (DCA)	Percentage of financial institutions that submit semiannual reports within one month of deadline
Development Credit Authority (DCA)	Total volume of new capital mobilized (made available) via the DCA guarantee mechanism each fiscal year
Development Credit Authority (DCA)	Number of USAID Missions that have obligated funds for repeat DCA guarantees
Development Credit Authority (DCA)	Percentage of loans disbursed under active DCA guarantees
Development Credit Authority (DCA)	Percentage of loans disbursed under a DCA guarantee after five years
Development Assistance for Sub-Saharan Africa	Number of people trained in conflict mitigation/resolution skills with U.S. Government assistance
Development Assistance (DA) to LAC	Number of U.S.-supported anticorruption measures
Development Assistance (DA) to LAC	Number of participants in U.S.-supported trade, investment environment, and investment capacity building trainings
Development Assistance (DA) to LAC	Percentage of a cohort of students enrolled in first grade that are expected to reach grade five
Development Assistance (DA) to LAC	Percentage of LAC USAID-supported Millennium Challenge Account candidate countries that pass at least one-half of the indicators in the "Ruling Justly" policy category, and above the median on the corruption indicator
Development Assistance (DA) to LAC	Number of primary school learners that are direct beneficiaries of USAID programs
Development Assistance (DA) to LAC	Ratio of DA account-attributed Operating Expenses and DA account Program Support funds to total DA Program Funds
Development Assistance (DA) to LAC	Improved trade readiness (i.e., complying with WTO standards and protocols for production and export) of LAC presence countries, as measured by country exports as a percentage of GDP
Child Survival and Health for LAC	Numbers of countries which have USAID Family planning programs reaching at least 55 percent contraceptive prevalence using modern methods

Child Survival and Health for LAC	Number of individuals receiving voluntary counseling and testing services
Child Survival and Health for LAC	Dollars spent on donated family planning commodities in the LAC region in USAID presence countries per total dollars spent on family planning programs in the LAC region
Child Survival and Health for LAC	Under five mortality rate, on average, as measured by UNICEF in USAID-presence countries
Child Survival and Health for LAC	Total fertility rates, on average, per Population Reference Bureau data, in USAID-presence Countries
Child Survival and Health for LAC	HIV prevalence rate–average, per UNAIDS data, in USAID-presence Countries
Administration and Capital Management	Average margin of positive responses over negative responses ("Margin of Victory") on Customer Service Survey for Management Offices
Administration and Capital Management	Percent of USAID Missions not collocated with the Department of State receiving targeted physical security enhancements within a given year
Administration and Capital Management	Percent of Missions not collocated with State receiving emergency communication upgrades and lifecycle replacement of systems within a given year.
Administration and Capital Management	Number of information security vulnerabilities per information technology hardware item
Administration and Capital Management	Percentage of information technology systems certified and accredited
Administration and Capital Management	Percentage of Cognizant Technical Officers who are certified
Administration and Capital Management	Percentage of employees with performance appraisal plans that link to Agency mission, goals, and outcomes
Administration and Capital Management	Percentage of Agency-wide recruitment goals met
Administration and Capital Management	Total number of Federal Managers' Financial Integrity Act and auditor-identified material weaknesses identified
Administration and Capital Management	Average number of calendar days between announcement close and offer
Administration and Capital Management	Percentage of Contract Review Board-reviewed contracts that adhere to guidance
Administration and Capital Management	Procurement cost-effectiveness ratio (millions of contract and grant dollars awarded per procurement employee)
Administration and Capital Management	Extent of critical staffing needs met
Development Assistance for Sub-Saharan Africa	Value of exports to the United States from AGOA countries (excluding fuel products, in millions of dollars)
Development Assistance for Sub-Saharan Africa	Cost per rural household that benefit directly from the Initiative to End Hunger in Africa Program
Development Assistance for Sub-Saharan Africa	Percentage increase of individuals benefiting directly from USAID agricultural interventions
Development Assistance for Sub-Saharan Africa	Number of hectares under improved management for biodiversity conservation
Development Assistance for Sub-Saharan Africa	Average days to start a business in Sub-Saharan Africa
Development Assistance for Sub-Saharan Africa	Percentage of USAID-targeted local government areas that are more responsive to citizens interests
Development Assistance for Sub-Saharan Africa	Girls' primary education completion rate
Development Assistance for Sub-Saharan Africa	Agricultural productivity in areas of USAID interventions

Development Assistance for Sub-Saharan Africa	Number of firms receiving capacity-building assistance to export
Food For Peace Title II	Emergency Food Aid: percentage of programs reporting improved or maintained nutritional status
Food For Peace Title II	Cost per person receiving Title II food assistance
Food For Peace Title II	Cost per ton of Title II food assistance
Climate Change Program	Total area (hectares) where USAID is acting to maintain or increase carbon stocks or reduce their rate of loss (in millions)
Climate Change Program	Annual emissions of carbon dioxide equivalents (million metric tons) avoided due to USAID assistance
Climate Change Program	Dollars per ton of carbon dioxide equivalents avoided or reduced across the program
Africa Child Survival and Health	Insecticide-Treated Net coverage rate (percentage)
Africa Child Survival and Health	Under-five mortality rate
Africa Child Survival and Health	HIV prevalence rate
Africa Child Survival and Health	The cost in dollars of delivering an impregnated bednet
International Disaster and Famine Account	Percent of monitored sites in complex humanitarian crises in which the crude death rate declines or remains stable
International Disaster and Famine Account	Percentage of complex emergency and food security emergency country programs terminated within 5 years of initial program implementation and not restarted within 10 years after termination
International Disaster and Famine Account	Share of costs borne by OFDA implementing partners