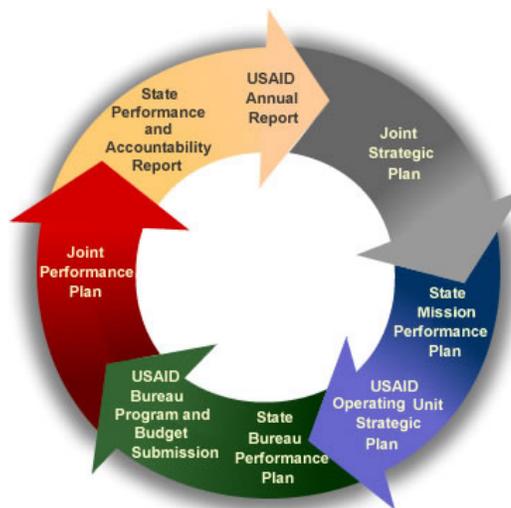




Performance Management - A Leadership Priority

The Department of State and USAID use strategic and performance planning to ensure that they achieve their desired objectives and goals. Under the strong leadership of the Secretary, the Deputy Secretary and the USAID Administrator, the State Department and USAID have issued a joint Strategic Plan that governs both agencies for fiscal years 2004-2009. This historic Strategic Plan utilizes a revised strategic goal framework that better captures and articulates the agencies' high priority goals and objectives, shortening the number of goals to better focus policy and management direction. Both agencies' performance management processes are driven by senior leadership direction and coordination as described below:



Planning Process	Department of State	USAID
STEP #1 Mission Plans <i>Winter/Spring</i>	Each of the Department's missions prepares a yearly Mission Performance Plan (MPP) that outlines goals, targets and resource requirements for the upcoming fiscal year and reports on performance for the prior year. Most of the MPPs are reviewed by the Assistant Secretary for Resource Management, as well as the regional bureaus.	Each USAID mission prepares a long-range strategic plan identifying key objectives, performance targets and overall resource requirements. Through the Annual Report process, missions report on progress in implementing the plan and resource requirements for the upcoming fiscal year. Data in the Annual Report is included in the MPP. Annual Reports (AR) are reviewed by respective Bureaus and PPC.
STEP #2 Bureau Plans <i>Spring/Early Summer</i>	Following the MPP process, each of the Department's regional, functional and management bureaus prepares a Bureau Performance Plan (BPP) that outlines goals, targets and resource requirements for the upcoming fiscal year and reports on performance for the prior year. All BPPs are reviewed by the Deputy Secretary, in addition to the Assistant Secretary for Resource Management.	Following the AR process, each of the Agency's regional and functional bureaus prepares a Bureau Program and Budget Submission (BPBS) outlining goals, targets and resource requirements for the upcoming fiscal year. The BPBS is reviewed by the Agency Assistant Administrators.
Step #3 Agency Plans <i>Late Summer/Fall</i>	Based on planning and performance information in the MPPs and BPPs, as well as additional budget information, the Department develops its annual Performance Budget, which focuses on the highest priority issues and is consistent with the high-level Strategic Plan.	Based on planning and performance information in the BPBS, as well as additional budget information, the Agency, in conjunction with the Department, develops its annual Performance Budget, which focuses on the highest priority issues and is consistent with the high-level Strategic Plan.

The Department's planning documents can be found on the World Wide Web as follows:

- FY 2004 Performance and Accountability Report: <http://www.state.gov/m/rm/rls/perfrpt/2004/>
- FY 2004-2009 State/USAID Strategic Plan: <http://www.state.gov/m/rm/rls/dosstrat/2004/>
- FY 2005 Performance Plan: <http://www.state.gov/m/rm/rls/perfplan/2005/>