FY 2007 JOINT PERFORMANCE SUMMARY

Volume 1

U.S. Department of State
and
U.S. Agency for International Development

February 2006

Acknowledgments

This Joint Performance Summary was produced with the energies and talents of Department of State and USAID staff in Washington, D.C., and our offices and posts around the world. To these dedicated individuals we offer our sincerest thanks and acknowledgment. In particular, we recognize the following individuals for their contributions:

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Special acknowledgment goes to Public Affairs specialist Daniel Schaub and his team; and Phyllis Smith, Samiha Muhammad, and Tom Berg from the Office of Multi-Media Services.

Note: The Bureau of Public Affairs, Office of Electronic Information (PA/EI) assisted the Bureau of Resource Management with the design and layout of the FY 2007 JPP, including photos from AP/Wide World.

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Mission and Values

United States Department of State
- and -
United States Agency for International Development

MISSION

Create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

VALUES

Loyalty: Commitment to the United States and the American people.

Character: Maintenance of high ethical standards and integrity.

Service: Excellence in the formulation of policy and management practices with room for creative dissent. Implementation of policy and management practices, regardless of personal views.

Accountability: Responsibility for achieving United States foreign policy goals while meeting the highest performance standards.

Community: Dedication to teamwork, professionalism, and the customer perspective.

Introduction

Purpose

The Department of State (Department) and the U.S. Agency for International Development (USAID) Fiscal Year 2007 Joint Performance Plan (JPP), submitted to the President, the Congress, and the American public, describes Department and USAID plans to advance their common mission, long-term strategic goals, and performance goals during FY 2007. The FY 2007 performance targets relate to the most critical efforts that the agencies will focus on during that fiscal year.

This performance summary satisfies the reporting requirements of the Government Performance and Results Act of 1993 (GPRA) and the A-11 guidance of the Office of Management and Budget (OMB).

The Joint Performance Plan is built upon the long-term State and USAID strategic planning framework, and supports the Administration's efforts to better integrate foreign policy and development assistance. The annual Joint Performance Plan process:

- Increases strategic collaboration and communication between agencies
- Standardizes evaluation tools, indicators, and benchmarks
- Facilitates integrated program execution; and
- Supports budget and performance integration.

Benefit to the American Public

The Department and USAID are the lead U.S. Government (USG) agencies for developing and executing U.S. foreign policy and interacting with foreign governments and international organizations. Human suffering due to poverty, authoritarian rule, conflict and natural disasters can foster extremism, destabilize individual countries and entire regions, and pose a threat to global security. The Department and USAID lead U.S. diplomatic, development, and humanitarian efforts to prevent and alleviate such suffering.

Since 2001, the President has launched twenty-one initiatives that strengthen and expand the efforts of the Department and USAID to promote democracy, economic growth, social development and environmental protection. For example, the Middle East Partnership Initiative encourages political, economic and education reform and the empowerment of women in the Middle East. The President's Emergency Plan for AIDS Relief has supported prevention of mother-to-child HIV transmission for 3.1 million women, provided anti-retroviral treatment to 248,100 women, and prevented 46,900 infant HIV infections. The Africa Education Initiative has awarded over 120,000 scholarships to girls, trained 310,000 teachers, and improved primary school learning environments for over 16 million children in sub-Saharan Africa.

Our bilateral efforts to mitigate global climate change through clean energy and sustainable land use and forestry helped 49 countries in 2004 avoid five million metric tons of greenhouse gas emissions and dedicate 127 million hectares to activities that capture carbon. As a result of the Water for the Poor Initiative, more than 24.1 million people in developing countries have received improved access to clean water, and over 26.7 million have received improved access to adequate sanitation. In addition to their close collaboration in programming the vast majority of U.S. overseas bilateral development assistance, State and USAID also advise and collaborate with the Millennium Challenge Corporation, which focuses development assistance on those countries that rule justly, invest in their people, and encourage economic freedom.

The Department also continually utilizes its resources and influence to assist Americans who travel and live abroad. The Department issues U.S. passports, facilitates overseas voting in federal elections, evacuates

Americans from conflict areas, and deters the entry into the U.S. of those who seek to threaten the nation, while approving the entry of qualified foreigners. The Department protects the homeland by combating visa and passport fraud and protecting foreign diplomats in the U.S. so that terrorists do not hinder the conduct of diplomacy.

The Department and USAID also work diligently to support the spread and adoption of democratic ideals worldwide. They promote universal values such as religious freedom, freedom of the press, and worker rights, and help create a more secure, stable, and prosperous world economy through democratic governance. While contributing to American prosperity, the opening of foreign markets to U.S. goods and services also results in higher standards of living and lower poverty levels in other countries. The Department and USAID partner with other nations to build education capacity and leadership development to promote a prosperous and secure world. The Department also offers the opportunity for Americans to learn from others and share expertise through exchanges. The Department and USAID work with other countries to promote a sustainable global environment, a healthy world population, effective migration systems, and strong international health care capabilities, enhancing American security by protecting the U.S. from the effects of environmental degradation and deadly disease in an increasingly interconnected world and to inform the foreign public about our efforts, our policies and our values.

Major Crosscutting Efforts

Challenges to U.S. and global security, freedom and prosperity often transcend the bounds of a single geographic or functional bureau. The Department and USAID address such crosscutting issues through effective collaboration among their bureaus and/or other U.S. Government (USG) agencies.

Transformational Diplomacy

I would define the objective of transformational diplomacy this way: To work with our many partners around the world to build and sustain democratic, well-governed states that will respond to the needs of their people -- and conduct themselves responsibly in the international system… We must begin to lay new diplomatic foundations to secure a future of freedom for all people. Like the great changes of the past, the new efforts we undertake today will not be completed tomorrow. Transforming the State Department is the work of a generation. But is it is urgent work that cannot be deferred.

-- Secretary Rice, January 18, 2006

American diplomacy is based on the fundamental beliefs that our freedom is best protected when others are free; our prosperity depends on the prosperity of others; and our security relies on a global effort to defend the rights of all. In this extraordinary moment in history, when the rise of freedom is transforming societies around the world, the United States has an immense responsibility to use its diplomatic influence constructively to advance security, democracy, and prosperity around the globe.

In these momentous times, the men and women of the Department of State and USAID are working to create a balance of power in the world that favors freedom. Secretary of State Condoleezza Rice recently announced her vision for the future of American diplomacy, including specific plans to best prepare and position America's diplomats for the challenges and opportunities that lay ahead.

Global Repositioning. At present, the allocation of American diplomatic resources still has vestiges of our Cold War posture. To meet current diplomatic challenges, the Secretary will begin a major repositioning and reprioritizing of U.S. diplomatic personnel across the world. In a multiyear process, positions will be shifted to critical emerging areas in Africa, South Asia, East Asia, the Middle East and elsewhere.

Regional Focus. Many of today's challenges are not limited by country boundaries, but are transnational and regional in nature, and require new thinking and more targeted responses. There are nearly 200 cities worldwide with over one million people in which America has no formal diplomatic presence. Building on regional

collaborations and regional forward-deployment of diplomats will facilitate a more effective approach to building democracy and prosperity, fighting terrorism, disease and human trafficking.

Localization. To reach beyond the borders of the traditional diplomatic structures and beyond foreign capitals, diplomats will move out from behind their desks into the field, from reporting on outcomes to shaping them. In addition, 21st century technology will be used to engage foreign publics more directly via the media and Internet, and to better connect diplomats in real time.

Meeting New Challenges with New Skills. To meet the challenges of transformational diplomacy, diplomats must be diverse, well-rounded, agile, and able to carry out multiple tasks. Transformational diplomacy requires that the right people have the right skills in the right place at the right time. Continued training and career development programs will better prepare diplomats and advance their expertise.

Empower diplomats to work jointly with other federal agencies. Success in transformational diplomacy requires collaborations that result in the more effective dispersion of people and programs to share information on common platforms. Vital to this vision is continued collaboration between civilians and the military. Diplomats must be able to work effectively at the critical intersections of diplomacy, development, and defense.

Promoting Democracy Worldwide

The Department and USAID work to advance the President's policy throughout the world by implementing policies, programs, and strategies that promote democracy and protect human rights and freedoms. They target funds for effective human rights and democracy programs; engage in public outreach, bilateral, and multilateral diplomatic activity; and cooperate with other U.S. government agencies and international institutions.

People in many nations continue to be denied basic freedoms. The U.S. government supports their aspirations for greater freedom and human dignity and works to turn them into concrete advances. Promoting democracy worldwide can also increase regional stability and security, boost economic prosperity, help counter terrorism, and improve the American image abroad. During the past year the Department, USAID, and their partners contributed to democracy taking hold in Iraq and Afghanistan, and helped lead to democratic breakthroughs in Kyrgyzstan and Ukraine. These dramatic democratic changes were triumphs of ordinary citizens working together to demand basic freedoms and the rule of law. In each case, the citizens of these nations were supported by strong U.S. and allied diplomatic efforts, and by programs that gave them the tools they needed to attain and defend their own democratic freedoms.

The Department's and USAID's partners include other democratic governments, multilateral bodies such as the United Nations, where a UN Democracy Fund proposed by the U.S. was created in 2005, and the Community of Democracies, regional organizations such as the Organization of American States (OAS) and the Organization for Security and Cooperation in Europe (OSCE), non-governmental organizations, the Millennium Challenge Corporation, the Broadcasting Board of Governors, and the U.S. Departments of Labor, Justice, Defense, Homeland Security, and private donors.

The struggle for democracy continues in many other nations, including Lebanon, Egypt, Pakistan, and elsewhere. Other countries, such as China, Burma, Cuba, Zimbabwe, Belarus, Iran and North Korea, demonstrate that democratic transformation requires long-term support for courageous democracy activists struggling for basic freedoms. President Bush has pledged to support individuals who live under oppression and to stand with those who fight for liberty. Toward that end, the Department and USAID's mission is to implement the President's policy of promoting democracy, human rights, religious freedom, and worker rights. To do so is to stand on the right side of history, and to help shape it.

The War on Terrorism

The London subway bombings, following the attacks on the Madrid train system, kept international terrorism at the top of the list of U.S. priorities and the priorities of many of our closest allies. The Department pursues multifaceted efforts to prosecute the global war on terrorism. Under the President's and the Secretary's leadership, the Department works in a fully integrated fashion to combat the menace of terrorism. USAID has undertaken a similar strategy and has sought to deny resources and sanctuary to terrorists by diminishing the underlying conditions they exploit. Programs to achieve this goal include education, training, appreciation for the rule of law, and alternative development conducted in both frontline and fragile states. In Eurasia, the Middle East, East Asia and elsewhere, the Department continues to focus attention on controlling nuclear material, redirecting expertise related to weapons of mass destruction and missiles to peaceful and self-sustaining free enterprise, verifying and complying with agreements and commitments, and more broadly strengthening underlying export and border controls.

On a broader scale, the Department continues to cooperate with other agencies to combat terrorism and build partnership capacity. Coordinating with the Departments of Homeland Security (DHS) and Justice, State has worked to strengthen its visa screening to prevent terrorists from entering the U.S. The Department has worked with other USG agencies to maintain the momentum of increased specialized counterterrorism training for foreign authorities, as well as broader law enforcement capacity-building to lay a firm foundation for fighting terrorism and other crimes, including the global network of multi-country International Law Enforcement Academies (ILEAs). Relevant experts at State have worked closely with the Treasury Department and other agencies to combat terrorist financing and underlying vulnerabilities to financial crimes, leading efforts to build an international coalition to deny resources to terrorists.

The Department also has combined its efforts with those of the Department of Defense (DoD) to strengthen counterterrorism capabilities of international partners worldwide. In Afghanistan and Pakistan, State works with USAID and other agencies to garner support for the Global War on Terrorism, promote accountable democratic governance, establish security forces in Afghanistan, and promote economic growth and educational opportunities to combat extremism and instability. The Kimberley Process, which is an international certification scheme designed to prevent rough diamonds acquired by rebel movements in Africa from entering the legitimate global trade, is yet another example of a program the Department is actively engaging in with foreign governments and international organizations to curb financing of terrorists and their allies.

The reorganization of the Department's offices that follow proliferation of weapons of mass destruction (WMD) and compliance with treaties and commitments relevant to these will help to more efficiently target and monitor the proliferation chain, improving insight into WMD-Terrorism network detection efforts, and aggressively evaluating gaps in our collection capability. The President's Executive Order of June 29, 2005 to block the property of WMD proliferators and their supporters is specifically aimed at the proliferation chain of banks, corporations and other entities that engage in such activities for profit. The Department's bureaus for nonproliferation will work with other partners to enhance global capacity to prevent and respond to bioterrorism and to prevent illegal smuggling of hazardous chemicals from generating profits for rogue organizations.

Humanitarian Action

USAID and the Department coordinate closely to deliver resources and expertise in response to natural disasters and complex emergencies. The USG provides protection and assistance through international and non-governmental organizations to meet the basic needs of refugees, internally displaced persons (IDPs), disaster and conflict victims. From Sudanese refugees in Chad to IDPs in Chechnya, from drought conditions in Africa to the tsunami response in Asia, the Department and USAID match USG resources with high quality field monitoring and program management, working closely with the international community. USG humanitarian action integrates critical food, water, sanitation, shelter, health and education services with more complex needs, such as removal of landmines

and destruction of light weapons, protection from gender-based violence or forcible recruitment, development of community governance and capacity building, self-sufficiency and economic livelihood so that protection and assistance are provided in safety and dignity.

The Department also works closely with the Department of Homeland Security in identifying, processing, and admitting refugees for resettlement in the U.S. Building on its extensive experience of coordinating programs with the U.S. Military, USAID has created the Office of Military Affairs to strengthen working level contacts with the Department of Defense (DoD) and facilitate the civilian response to humanitarian emergencies. The U.S. Government's effective response to humanitarian crises lays the foundation for future peace, security, democracy, and prosperity.

For example, the USG has led the international response to the complex humanitarian emergency resulting from the ongoing conflict in Darfur, Sudan, while working to implement the peace settlement between the northern and southern parts of the country. The USG committed more than $1.9 billion in assistance for Sudan from FY 2003-2005, and plans to provide significant additional funding for FY 2006. Working closely together, USAID and the Department continue to alleviate the suffering of over 1.6 million IDPs in Darfur and 200,000 Sudanese refugees in Chad. The Department and USAID partnered to document human rights and international humanitarian law abuses committed in Darfur, with particular attention to sexual and gender-based violence. The U.S. obtained NATO agreement to support the African Union's peacekeeping expansion in Sudan. As part of this NATO support, the U.S. Military's European Command began airlifting 1,800 Rwandan peacekeepers to Darfur in July 2005.

Another example of State-USAID leadership in humanitarian assistance is the rapid response to the Pakistan earthquake. On October 8, 2005, a 7.6 magnitude earthquake struck Pakistan, India and Afghanistan, devastating substantial areas of Pakistan's North West Frontier province and Kashmir. It was the strongest to hit the region in over a century. Official Government of Pakistan estimates placed the death toll at more than 73,000 people with more than 69,000 people seriously injured and 2.8 million survivors left without shelter. The earthquake damaged economic assets and infrastructure in the area extensively. Private housing, schools, hospitals, government buildings, roads, bridges, transmission systems and power plants were also severely damaged or destroyed.

In response to the urgent need for action, State Department headquarters in Washington coordinated with USAID, the White House, DoD, the U.S. Embassy in Islamabad, the United Nations, and foreign donors to ensure that the U.S. response was both immediate and appropriate. The Department has continued to play a significant coordinating role with other agencies and has highlighted the scope of U.S. contributions. U.S. relief operations began almost immediately after the earthquake and will continue through the winter.

USAID deployed a Disaster Assistance Response Team (DART) on October 10 to assess humanitarian needs, assist with targeting and coordination of USG assistance in conjunction with the USAID office in Pakistan, and provide technical support as needed. The DART includes field officers and technical specialists based in the U.S. Embassy's Forward Operating Bases in Muzaffarabad and Mansehra. The DART identified shelter, relief supplies, logistics, health, water and sanitation, and livelihoods support as immediate relief priorities. As of January 6, 2006, USAID has provided nearly $66.6 million in humanitarian and food assistance to Pakistan for earthquake response and reconstruction. In total, USAID has completed 25 flights of relief commodities to Pakistan.

State and USAID coordinated with the DoD in its immediate relief efforts, which included Mobile Army Surgical Hospital, a Marine medical element and a Naval Mobile Construction Battalion. DoD has obligated $102 million for relief operations. More than 3,200 helicopter sorties, some with State Department-furnished helicopters, have evacuated 3,700 people and provided medical care to more than 21,000 Pakistanis. At the request of the Government of Pakistan, the U.S. military is expected to remain engaged in relief operations throughout the winter. USAID will provide reconstruction assistance focused on education, health (hospitals) and economic recovery for the workforce. Websites maintained by the Department, USAID, DOD, and the White House provide extensive information and links for the public to access.

At a November 2005 donors' reconstruction conference in Islamabad, the U.S. urged the international community to respond generously and pledged a total of $510 million in earthquake relief and reconstruction assistance. This sum includes $300 million in humanitarian relief and reconstruction assistance, $110 million of in-kind military support for relief operations, and at least $100 million anticipated from U.S. private contributions. Over 75 countries and international organizations confirmed $6.2 billion in new or previous pledges to help Pakistan recover from the earthquake. President Bush asked five distinguished corporate leaders to launch a nationwide campaign to encourage private donations for relief and reconstruction. They established the South Asia Earthquake Relief Fund for this purpose.

The Department and USAID coordinated closely with the White House, the Department of Defense, the U.S. Embassy in Islamabad and others to ensure that the breadth and scope of U.S. contributions to international relief efforts. Messages were properly coordinated, discussed with the Government of Pakistan, the United Nations and other donors, and disseminated to the media, viewers around the world, and beneficiaries. USAID websites provided extensive information for the public to access.

Recipients have welcomed U.S. humanitarian assistance. Thanks to helicopter relief flights, "Chinook" has become a household word in Pakistan and indicates the importance of U.S. assistance. In taking a leadership role in the international relief effort, the USG and the American people have demonstrated their dedication to immediate humanitarian values, as well as longer-term, internationally coordinated relief and reconstruction efforts. Polls have indicated a sharp rise in favorable views towards the U.S. and a corresponding decrease in support of terrorism.

Combating Health Pandemics

The Department's Office of the U.S. Global AIDS Coordinator leads a coordinated, interagency effort to implement the President's Emergency Plan for AIDS Relief (PEPFAR) that includes USAID, the Department of Health and Human Services, other State Department bureaus, and other federal agencies. This comprehensive approach includes assistance to bilateral HIV/AIDS programs in over 120 countries, with a particular focus on supporting national-level scale-up of lifesaving treatment, care and prevention services in 15 of the most affected countries on earth. Assistance is also provided for HIV/AIDS research and to multilateral organizations such as the Global Fund to Fight AIDS, Tuberculosis, and Malaria. The President's Emergency Plan has five-year goals of supporting treatment for two million people infected with HIV, supporting prevention of seven million new HIV infections, and supporting care for ten million people infected and affected by HIV/AIDS, including orphans and vulnerable children.

One example of the reach of this coordinated effort is the work being done across government agencies to improve the quality and reach of HIV/AIDS related services for vulnerable populations including refugees and the internally displaced. As of March 30, 2005, the Emergency Plan was supporting treatment programs that reach over 235,000 people in the focus countries, well exceeding its one-year target of supporting 200,000 people by June 2005. As of September 30, 2005 the program was supporting approximately 400,000 people on treatment. This is eight times the number of people that were receiving treatment in sub-Saharan Africa when the program was announced in October 2003. This is one indication that the Emergency Plan is moving towards meeting the President's ambitious goals.

Malaria is preventable and treatable with proven interventions. It still causes between 300 and 500 million illnesses and kills more than 1 million people every year. More than 90% of these cases and deaths occur in sub-Saharan Africa, where one African child dies of malaria every 30 seconds. Malaria is a disease of poverty and a disease that causes poverty. In Africa, it is estimated that malaria retards economic growth by one-third -- a total of $12 billion a year for the continent.

The President's Malaria Initiative (PMI) was announced in FY 2005. Over a five-year period beginning in FY 2006, the PMI will work in up to 15 highly endemic countries to increase coverage of effective malaria control interventions to 85% of vulnerable populations, leading to a 50% reduction in malaria related mortality. USAID is leading a comprehensive interagency USG process to launch this program. Four months after its announcement, the PMI was operational, with key interventions for quick scale up in Angola, Tanzania and Uganda underway early in FY 2006. In FY 2006, the PMI will expand from three to seven countries in Africa. It will support programs to increase the uptake and financial sustainability of the supply of insecticide treated materials, the availability and use of affordable artemisinin combination therapies, and adequate country-level capacity to plan for and use indoor residual spraying in areas of unstable and epidemic malaria.

Since its re-emergence in East and Southeast Asia in late 2003, the highly pathogenic avian influenza virus has spread, leading to the death or destruction of millions of birds in the region, causing significant economic harm. In addition, as of mid-January 2006, there have been 145 laboratory confirmed human infections, which have resulted in 75 deaths in four countries. In most cases, human infections have resulted from direct contact with diseased birds, but there is increasing concern that the virus will evolve to become more readily transmitted among humans, which could result in an influenza pandemic that could kill millions of people around the globe and have significant political, economic, and social consequences.

An influenza pandemic will not respect political boundaries or national borders. The tragedy of hundreds of millions of people falling ill and millions potentially dying in a pandemic will be compounded by the economic, political and social disruptions that will follow. To address the pandemic threat posed by avian influenza, the Department of State, USAID and other members of the interagency community including the Departments of Health and Human Services (HHS), Agriculture (USDA), and Defense, have been working closely to develop a multi-sectoral international implementation strategy based upon preparation, prevention, and containment.

Countries across the world are making progress in reporting cases and planning for potential outbreaks. Since President Bush announced the International Partnership on Avian and Pandemic Influenza to the United Nations in September 2005, 120 countries have completed or initiated national preparedness plans - a number that has doubled since the U.S. launched the multilateral initiative. True preparedness means committing funds as well as planning and testing. To protect the nation against this disease, the United States is committing $3.8 billion in FY 2006. The President also released the National Strategy for Pandemic Influenza and directed his Cabinet to test the strategy in a December simulation exercise.

As part of the Tsunami Relief Act, the U.S. Congress earmarked $25 million to combat avian influenza in Asia, which will be used by the Department of Health and Human Services, USAID and USDA to help high-risk countries in the region to improve their surveillance and response capabilities in the areas of animal and human health. Assistance will be initially rolled out in Asian and European countries experiencing endemic and epidemic outbreaks, as well as in additional at-risk countries. State's Undersecretary for Democracy and Global Affairs is leading the diplomatic effort to raise the level of global awareness of the threat and seek the political commitments needed to combat avian influenza. USAID is playing a technical leadership role in avian influenza through the establishment of an internal Avian Influenza Task Force and Response Unit.

Public Diplomacy

The exchange of information, persons, and ideas is fundamental to the security of the United States. Public diplomacy and public affairs are essential elements of transformational diplomacy, building, in Secretary Rice's words, "the capacity of foreign states to govern justly and effectively." The Department's efforts in this area are led by the Office of the Under Secretary for Public Diplomacy and Public Affairs, which is working on strategies and

initiatives to advance mutual understanding, foster and sustain open, democratic societies and promote greater receptivity to U.S. policies and values.

The Department's strategic goals in this area are to promote a positive vision of hope that is rooted in the President's Freedom Agenda, to isolate and marginalize the extremists and undermine their appropriation of religion, and to foster a sense of common interests and common values between Americans and people of different countries, cultures and faiths. The Department, in conjunction with USAID, is expanding the scope of public diplomacy, with a focus on the Arab and Muslim world through the engagement of key influencers; using multiple channels of communication and interaction, including television, the Internet and other new technologies, to expand our reach; providing aggressive, proactive advocacy of U.S. policies; and coordinating interagency communication activities.

A number of innovative programs have been crafted to address these critical audiences. In January of 2006 the President, Secretary Rice and other senior cabinet officials attended the launch of the National Security Language Initiative (NSLI) that will expand the capacity of Americans to understand foreign societies and provide linguistic skills in a number of critical foreign languages through the Fulbright Program, Youth Exchanges and Gilman scholarships. A new International Fulbright Science Award for Outstanding Foreign Students in Science and Technology was also announced. Participants, chosen through a single worldwide competition, will come to the United States for graduate study. And Fulbright is piloting a lab-to-market science initiative for foreign students that is aimed to link theoretical study to economic development when they return home. Under the Edward R. Murrow Journalism Program, the Department, the Aspen Institute and leading schools of journalism will bring up to 100 upcoming leaders in the field of journalism to examine journalistic practices in the United States. Similarly, the Department sponsors foreign journalists on tours of the United States to foster meaningful relationships and contribute to international diplomacy.

Recognizing that education aids upward mobility and creates opportunity, State will focus on such initiatives as the English Access Microscholarship Program, which provides basic English language instruction for populations of underserved Muslim and Arab youth. The FORTUNE-Department of State International Women Leaders Mentoring Partnership will bring emerging women business leaders to be mentored by corporate executives. State is also working closely with USAID to significantly expand the Fulbright Program with Pakistan, one of the most promising areas for U.S.-Pakistani cooperation. The Strategic Speaker Initiative connects prominent Americans and professional experts with individuals and organizations in a select group of countries to advance U.S. global foreign policy priorities. The Democracy Dialogues initiative will promote interactive discussion on the Internet between Americans and counterparts worldwide on political, economic and social issues affecting democracy in the 21st century.

The Department has enhanced its ability to respond quickly to misperceptions through a Rapid Response Unit that will counter negative perceptions about the United States and promote U.S. values over the longer term.

Finally, the Office of the Undersecretary for Public Diplomacy and Public Affairs will move toward better coordination of the U.S. Government's public diplomacy activities as a whole, including those of the Broadcasting Board of Governors, DoD, USAID, the Department of Commerce, and others.

Iraq Reconstruction

Helping Iraqis liberated from the tyranny of Saddam Hussein to build the unified, stable and prosperous country that they deserve is one of the Administration's highest priorities. The Department and USAID support reconstruction efforts inside Iraq, and through diplomacy and development, are assisting Iraqis in making progress toward economic reconstruction and the achievement of a free, stable, and democratic Iraq.

The Department, together with the Department of Defense and USAID, has led a massive relief and reconstruction effort in Iraq, providing assistance to address infrastructure, healthcare, education, governance, the economy, and

other needs throughout the country.

For example, the Department and USAID are working with multiple U.S. Government agencies to help rebuild Iraq's electricity, water, oil, telecommunications, transport and health care infrastructure; restore its agricultural production; strengthen its private sector businesses; develop its scientific and higher educational capacity; restore its marshlands; provide assistance to internally displaced persons and returning refugees; and build institutional capacity in all of its key government agencies. This interagency effort is the largest American foreign assistance program ever – larger in per capita terms than the Marshall Plan – and includes representatives from at least ten cabinet departments working on the ground in Iraq. It successfully provides substantial reconstruction assistance and humanitarian relief, even in the face of an insurgency. As a result, millions of people now have access to safe water and sanitation, more than three million children have been vaccinated against major childhood diseases, and over 2,400 megawatts have been added or restored to Iraq's electricity grid (about half of its current electricity generation).

The Department and USAID also work to assist Iraqis in developing pluralistic and democratic government institutions framed by rule of law and based on guaranteed civil liberties, including a free press and equal rights for all Iraqis without regard to ethnicity, religion, or gender. Progress has been positive as the majority of Iraq's adult population has been engaged in democracy or governance at the local level, and hundreds have benefited from exchange experiences in the United States because of U.S. programs.

Through its primary partner, the UN High Commissioner for Refugees, as well as non-governmental organizations (NGOs), the Department provides assistance facilitating the reintegration of the more than 200,000 Iraqi refugees who have returned since 2003.

The Department also supports capacity building at the Iraqi Ministry of Displacement and Migration, which has responsibility for assisting refugees and internally displaced persons (IDPs). Working with the International Organization for Migration's project to provide technical assistance to the Iraq Property Claims Commission, the Department will help to provide redress to Iraqis whose property was confiscated by the former regime. USAID has provided assistance for coordination, health, nutrition, logistics, shelter, emergency relief supplies, support to IDPs, water and sanitation, and capacity-building activities countrywide.

USAID economic growth programs develop and implement international best practice solutions aimed at improving the policy-enabling environment for private sector-led growth. Programs focus on policies, regulations, administrative procedures and institutions that have the most direct impact on the ability of foreign and domestic private sector firms to invest and grow their businesses in Iraq. These efforts improve essential services while generating short-term employment for Iraqi youth.

The Department is working with other USG agencies and international coalition partners to re-establish and modernize the Iraqi armed forces, police, justice, and prison systems to protect the people of Iraq and their human rights as well as to support the development of democratic institutions. Over 180,000 Iraqi soldiers and police have been trained and equipped since 2003.

The Department and USAID have committed over $800 million to support and promote democratization, civil society development and political support for increasing Iraqi self-government. Most of this assistance has been channeled through NGOs such as the National Democratic Institute (NDI), International Republican Institute (IRI), the International Foundation for Electoral Systems (IFES), Freedom House, and the U.S. Institute of Peace.

U.S. programs also provided technical assistance to the Independent Election Commission of Iraq to facilitate the constitutional referendum and the national elections, to the constitutional committee, to the Iraqi National Assembly, and to political parties and watchdog groups. U.S. and other experts have offered technical advice and suggestions on how to bridge differences on the constitutional drafting process. Over 8 million Iraqis participated for the first time in free, multi-party elections for the Transitional National Assembly, and over 15 million registered to vote in the October 15, 2005 referendum on a new constitution.

The Department also will continue to work closely with the UN, in particular the Secretary-General's Special Representative who heads the United Nations Mission for Iraq (UNAMI). The UN has a leading role to play in the political process (i.e., constitutional and electoral assistance), as well as in humanitarian, economic reconstruction, and rule of law-related activities. Through the U.S. mission, the Department, USAID and other agencies are working with Iraq's transitional government to establish strong and lasting relationships with Iraq's new generation of free leaders, promoting tolerance, freedom, and hope in the region.

Homeland Security

The Department works on the frontlines to provide homeland security. The Department's effectiveness in this effort hinges on its ability to work as a unified whole, react quickly and add value to the USG-wide effort to curb terrorism and protect the homeland. To this end, the Office of the Coordinator for Counterterrorism has established a departmental Homeland Security Coordinating Committee to facilitate coordination among State Department bureaus and offices on homeland security issues. The Department has also taken steps to coordinate more effectively with other USG agencies on improving readiness, sharing of information, and U.S. border security.

The Department has developed its role under the National Response Plan, proving its effectiveness in the 2005 Top Officials exercise and later response to the aftermath of Hurricane Katrina. Department consular officers at more than 260 overseas posts adjudicate the majority of visa applications for entry into the U.S. These applicants may include people who wish to harm the U.S., as shown by the events of 9/11.

The Department continues to strengthen its visa screening system by vastly increasing the size of its name check database, conducting more visa interviews, sharing information with other relevant agencies to expedite visa processing and provide real-time essential checks, and requiring interagency clearances for additional categories of applicants from specific countries. The Department has provided U.S. ports of entry with real-time access to visa issuance data and has worked closely with the Departments of Homeland Security and Justice, the intelligence community, and other USG agencies on other border security issues. In addition, the Department is in consultation with DHS and other security and law enforcement agencies regarding strengthened security procedures for the refugee admissions program. The Department's relevant bureaus have together played a critical role in homeland security efforts to control visa and passport fraud. All are intent upon continuing their efforts toward ensuring a strong and secure visa system, while allowing and encouraging qualified applicants to come to the United States.

The Department implements training, equipment and procedural improvement assistance programs, working with several DHS agencies to help many countries improve border security, including Mexico and certain Caribbean countries. Highlights include improved passport and visa issuance, better screening of passengers and cargo, "trusted" traveler and shipper programs, improved patrol capabilities, search and rescue upgrades, anti-corruption efforts, and information sharing. As the U.S. Coast Guard, U.S. Customs Service, and other agencies were merged into DHS, the Department has re-doubled efforts with those and other law enforcement and intelligence agencies to interdict, investigate, and disrupt illegal international flows of drugs, criminals, funds, and weapons, which are linked to a greater or lesser extent to terrorism in several parts of the world.

The Department, DHS and Justice founded the Human Smuggling and Trafficking Center (HSTC) with several intelligence agencies to integrate efforts against the linked national security threats of alien smuggling, trafficking in persons, and criminal facilitation of clandestine terrorist travel. Department elements work world-wide with DHS and other agencies protecting the American homeland in areas such as the Container Security Initiative, G-8 nations' Secure and Facilitated International Travel Initiative, and in training and other support to other countries' border security and related law enforcement entities.

In September 2005, the Department and DHS formally submitted the Western Hemisphere Travel Initiative (WHTI) proposal for public comment. This joint initiative was created to implement the Intelligence Reform and Terrorism Prevention Act of December 2004, which established a legal requirement that by January 1, 2008, U.S. citizens

traveling to Canada, Mexico, and all of the countries of the Caribbean and Central American must use a passport or other accepted secure identification and travel document. The WHTI will also require citizens of Canada, Mexico, and the British Overseas Territory of Bermuda to have a passport or other accepted secure document that establishes the bearer's identity and nationality to enter or re-enter the United States. The Bureau of Consular Affairs has the lead on the Department's WHTI planning and operational efforts, including the significant expansion of passport adjudication and production capabilities to meet the needs of American travelers. Under the auspices of the WHTI, the Department and DHS are working together closely to explore other possibilities for secure travel documentation to facilitate legitimate travel in the region while maintaining the highest security standards.

Finally, the Department works closely with specialized USG and international agencies such as the Coast Guard, the Federal Aviation Administration, the Transportation Security Administration, the International Civil Aviation Organization (ICAO), and the International Maritime Organization (IMO), and with elements of the private sector such as the telecommunications industry to strengthen the security of transportation and communication infrastructure and networks both domestically and internationally. It also works with other USG agencies to strengthen foreign governments' capability for screening people and goods at key entry and exit points.

Fragile and Failing States

The task of managing civil conflict, as well as addressing post-conflict responses, has become a mainstream focus of our foreign policy efforts today. The international security challenges we now face require long term commitment, focus, and a new set of resources to ensure that states and regions that have collapsed due to war or civil strife do not become breeding grounds for foreign terrorists and do not slide back into war yet again because basic needs of their population go unmet. Coordinating the USG response to and management of the kinds of regional and transnational conflicts arising today demands that our institutions allow for an efficient deployment of the appropriate U.S. Government experts, or nongovernmental actors, to a wide variety of overseas locations, usually with limited or nonexistent infrastructure.

On December 7, 2005, President Bush issued a new Presidential directive to empower the Secretary of State to improve coordination, planning, and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife. These improved capabilities should enable the U.S. to help governments abroad exercise sovereignty over their own territories and to prevent those territories from being used as a base of operations or safe haven for extremists, terrorists, organized crime groups, or others who pose a threat to U.S. foreign policy, security, or economic interests.

Ultimately, however, defense of our national interests requires us to engage. Failing states and conflicts allow chaos and corruption that can create breeding grounds for terrorism, organized crime, and all manner of illegal trafficking (of arms, weapons of mass destructions or their precursors, narcotics, and humans) that may constitute immediate threats to our homeland security and core national security interests.

Therefore we must organize our efforts to address this foreign policy challenge head on and avoid the ad hoc approach of the past in dealing with nontraditional threats to international security. There is consensus in Congress, the international community, and the Administration that a more coherent approach allows us to more effectively support our national interests, help save lives and achieve foreign policy successes consistent with our national prestige and with our responsibility as leader of the free world. The Office of the Coordinator for Reconstruction and Stabilization (S/CRS) was created to address this challenge and has a mandate to lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife.

S/CRS will manage interagency strategic planning, initiate the deployment of people to the response effort through preexisting arrangements with partner agencies, internal surge capacity and reserve structures. Groups would be deployed immediately to plan at the relevant Regional Combatant Command, deploy with military in integrated interagency embedded teams, lead initial assessments in the field and provide Embassy support (or form the core of new mission headquarters), and manage surge from State and other agencies and the private sector.

Counterdrug Initiatives

The international drug trade threatens not only Americans but also friends and allies in every region of the world. No country, and no society, is immune. In addition to the direct threat to the health and lives of individuals and families, drug traffickers and the large profits they generate corrupt officials, subvert democratic institutions and

the rule of law, distort economic development, provide support to some terrorist groups, and undermine regional stability in some key areas of the world. International traffickers are also closely linked to other transnational organized crime groups engaged in a broad range of illegal activities that threaten U.S. interests and values, including trafficking and smuggling of persons and contraband, money laundering, intellectual property theft, and trafficking in small arms.

To meet these challenges, the Department and USAID support a comprehensive range of bilateral, regional, and global initiatives and assistance programs to foster cooperation among states and to build up the law enforcement capacity of foreign governments to stop these threats before they reach U.S. soil. In carrying out our mission, we work with several other U.S. agencies, including the Departments of Justice, Defense, Treasury and Homeland Security (including Customs, Immigration, and the Coast Guard), as well as the Drug Enforcement Administration, the Federal Bureau of Investigation, and the Central Intelligence Agency.

The Department also works with international and regional organizations, including the UN, the Organization of American States, the G-8, the European Union (EU), the Council of Europe, and the Organization for Economic Cooperation and Development (OECD) Financial Action Task Force (FATF), as well as the several FATF-style regional bodies, to set international counterdrug and anti-crime standards, foster cross-border cooperation, and close off safe-havens for traffickers and other crime groups.

The joint Department/USAID counterdrug strategy includes striking directly at trafficking organizations by disrupting their operations, arresting and imprisoning their leaders, and seizing their assets while destroying illegal drugs at the source. This strategy also employs programs to help wean growers away from drug farming through alternative livelihoods and targeted development programs. Other elements of our counterdrug programs are designed to strengthen rule of law through justice sector development, reform and modernization.

This approach characterizes our two largest but quite different counterdrug programs, the Andean Counterdrug Initiative, which is now reaching full-stride in South America, and in Afghanistan, where the program is in the early stages of development. The Andean Counterdrug Initiative includes seven countries, with Colombia at its core. The Department and USAID joined forces with Defense, Justice, Homeland Security, Treasury, the Drug Enforcement Agency (DEA) and the Central Intelligence Agency (CIA) in a multi-year, unified attack on narco-terrorism that is working. In the mid-1990s Colombia was in the lethal grip of several narco-terrorist groups – the Medellin and Cali drug cartels and the local militias – all of whom threatened the very viability of the Colombian state. There were almost daily reports of the extensive violence and bombing campaigns that devastated parts of Bogota and other major cities. The Colombian police and army were reeling from battlefield setbacks.

The Colombian government, with U.S. assistance, responded to these threats with Plan Colombia, which has moved into high gear under President Uribe. Over the past two years political violence across the board – kidnappings, assaults, and murders – has dropped by half. The U.S.-supported aerial spray program has reduced the coca crop by 33 percent and the opium poppy crop by 68 percent since 2001, removing billions of dollars worth of drugs from the world market. USAID's work in developing licit income alternatives involving thousands of farmers is helping to build a market economy in which trafficking plays a diminishing role. Narco-terrorist groups in Colombia still pose a formidable threat but the people of Colombia are steadily reclaiming control of their country and moving ahead in building a prosperous, democratic society.

In Afghanistan, the primary source of the world's heroin, the Department and USAID are working with DoD and DEA to curb an upsurge of opium poppy cultivation that, if left unchecked, threatens to undermine both Afghan and regional stability and to reduce Afghanistan to a narco-terrorist state. With the UK, the U.S. is providing financial, logistical, personnel and other support to Afghan President Karzai's counternarcotics efforts. Our support includes 1) education and information to convince Afghan farmers not to plant poppy, 2) both voluntary and involuntary eradication of poppy cultivation where planting does take place, 3) aggressive interdiction operations against trafficking operations and arrest of medium and high-value targets, 4) assistance to provide alternative livelihoods for planter/farmers by developing other market opportunities and economic infrastructure, and 5) development of a justice sector to identify, investigate and successfully prosecute traffickers and other illegal groups.

In 2005, Afghan counternarcotics efforts helped reduce opium poppy cultivation by 48 percent over peak year 2004. It remains to be seen, however, whether such gains can be sustained. Afghanistan is a particularly challenging environment because of the low level of institutional development following a generation of civil war and Taliban rule.

Nonproliferation of Weapons of Mass Destruction

The proliferation of weapons of mass destruction (WMD) and their delivery systems, and the possibility that terrorists might acquire them, remain the pre-eminent threats to U.S. national security. North Korea has declared its possession of nuclear weapons and Iran seeks the capability to produce nuclear weapons by producing nuclear weapons-grade material. Both countries openly develop and market missiles, and both are assessed to possess chemical and biological weapons. The A.Q. Khan supply network demonstrates the danger that non-state actors can gain access to WMD materials and technologies and then sell them to problem countries and terrorists like Al Qaeda interested in acquiring WMD. Efforts to address WMD proliferation, and to focus on the nexus between WMD proliferation and terrorism, involve many other players within the Department, all of whom contribute to efforts to keep WMD and related materials out of the hands of unstable state or non-state actors.

These efforts also involve close coordination between the Department and other agencies, including the Departments of Defense, Energy (DOE), Commerce (DOC), Treasury, Homeland Security (DHS), and the intelligence community in spearheading efforts to implement numerous presidential initiatives to counter WMD proliferation. The Proliferation Security Initiative (PSI) has moved into its third year, adding to the list of participating countries, enhancing its operational readiness for interdicting WMD-related shipments, and expanding its work to shut down proliferation networks, particularly to address financial flows. The Department works closely with DOD and intelligence and law enforcement agencies to implement the PSI.

Following a 2003 speech by President Bush, the United Nations Security Council adopted by unanimous vote Resolution 1540 (UNSCR 1540) in April 2004, requiring all states to enact and enforce laws against WMD proliferation, to put in place comprehensive export controls, and to secure sensitive materials within their borders. The Department coordinates USG efforts to address its obligations under the Resolution and to ensure the successful implementation of the resolution by other countries.

The Global Partnership Against the Spread of WMD, launched by President Bush with other G-8 leaders in 2002, has expanded international cooperation to reduce and eliminate WMD proliferation threats in Russia and other Eurasian states. Consistent with President Bush's Global Partnership commitment, State, DOD, and DOE nonproliferation and threat reduction programs manage funding of about $1 billion annually to address a wide range of programs on nuclear, radiological, chemical, and biological materials, technology, and expertise. Some programs secure or eliminate dangerous materials or strengthen capacity to prevent proliferation through export controls and border security. Programs for the redirection of or engagement with scientists and engineers with WMD expertise have expanded to other countries (e.g., Libya and Iraq), while other agencies are also expanding their program efforts globally. The Department leads efforts to secure and track radioactive materials, through promotion of strengthened practices by other countries to account for and secure radioactive isotopes, and through a robust nuclear smuggling incident response effort. The Department also leads efforts, working closely with DOE, to resolve U.S.-Russian issues and to negotiate a multilateral financing agreement to support disposition of at least 34 tons of Russian weapons-grade plutonium – enough for over 4,000 nuclear weapons.

The Department places a priority on strengthening the barriers against access to WMD, their delivery systems, and related technology and aims to raise the financial and political cost to proliferators for engaging in their deadly trade. The Department leads efforts to strengthen compliance with and implementation of existing international nonproliferation treaties and commitments – the Nuclear Non Proliferation Treaty, Chemical Weapons Convention, and Biological Weapons Convention - and institutions, including the International Atomic Energy Agency (IAEA), Organization for the Prohibition of Chemical Weapons, and Hague Code of Conduct Against Ballistic Missile Proliferation. The Department coordinates U.S. policy with these institutions, e.g., through both regular and voluntary contributions to strengthen IAEA safeguards against illegal diversion of peaceful nuclear technology to

military purposes and to improve nuclear security and safety of civil nuclear facilities in IAEA member states and through improved data sharing and data security with the Organization for the Prohibition of Chemical Weapons (OPCW).

The Department also represents the USG in the multilateral export control regimes designed to bring together leading suppliers of nuclear, chemical/biological, missile, and advanced conventional technologies, and to ensure common standards and practices against transactions that could support proliferation activities. The Department leads interagency working groups that ensure that U.S. exports do not inadvertently contribute to WMD and missile programs, and that take action to interdict proliferant shipments and identify proliferation activities that warrant imposing trade sanctions under U.S. law. We also review thousands of visa applications in order to deny proliferators and terrorists the ability to enter the U.S. to acquire technology for their weapons programs.

Building the capacity of other countries to prevent proliferation is another high priority, as proliferators will exploit vulnerabilities in order to continue their illicit activities. Two foreign assistance programs are bulwarks of this priority – the Export Control and Related Border Security Assistance (EXBS) program, which helps to bring other countries' export control policies and practices fully in line with international standards, and our Nonproliferation and Disarmament Fund (NDF), which we use to help forestall future WMD and missile threats. Through the EXBS program, State coordinates resources from throughout the USG to achieve this goal, bringing together expertise from the Departments of Commerce, Energy, Homeland Security, and Defense, among others, to assist other countries in strengthening national controls. The NDF program is used to fund short notice, high priority efforts to keep WMD, their delivery systems, and related materials out of the hands of state or non-state actors of proliferation concern.

State and USAID Management Coordination

To help achieve U.S. diplomatic, development, and management priorities and eliminate duplication, the Department and USAID established a Joint Management Council (JMC). The JMC oversees the development of more integrated structures to advance the goals of both institutions, support employees, and reduce costs by eliminating duplication of services. The Under Secretary for Management and USAID's Deputy Administrator co-chair the Executive Committee. Considerable progress has been made over the past year in eliminating duplication of services. At JMC direction, State and USAID are using Enterprise Architecture methodology to systematically examine the business functions of both organizations, determine what processes can be performed more effectively, and implement necessary changes. State and USAID have also made great strides in the area of information technology (IT), including joint financial systems and communications. To further these efforts, we are collaborating on a joint IT Strategic Plan that will serve as a blueprint for future IT investments.

Our budget and planning cycles have been synchronized, USAID officials attend State senior budget reviews and vice-versa, and we are working on a joint planning system for the near future. State and USAID have developed system requirements for the Joint Assistance Management System, which will provide a unified grants management application across both organizations. In the area of shared services overseas, the JMC has an ongoing results-oriented program in place that has thus far covered unifying the housing pool, warehousing, motor pools and motor vehicle maintenance, leasing and short-term-lease maintenance, and expendable property consolidation. We will soon expand this program to include other areas such as customs and shipping, expendable supplies, travel and transportation.

State and USAID are also working to unify systems, regulations and processes for property management, including motor vehicle programs. We already share a number of services and resources for travel and transportation operations, and are taking steps toward a single headquarters travel and transportation system and process.

State and USAID have also signed a memorandum of understanding to exchange selected post personnel data using a single application, Post Personnel. We will work together to integrate USAID's requirements into the application and test the revised application before implementing a single version of Post Personnel at all State and USAID missions in the spring.

The President's Management Agenda - Status at Department of State

The President's Management Agenda (PMA) is the Administration's strategy for improving the management and performance of the federal government. The Department has made substantial progress on each of the five USG-wide PMA initiatives, as well as on the two additional initiatives for which State plays a key role. Each quarter, the Office of Management and Budget (OMB) releases an executive scorecard, which rates progress and overall status in each of the President's Management Agenda initiatives. The progress and status ratings use a color-coded system that is based on criteria determined by OMB and used by all agencies. Agency performance in specific areas is rated on the grading scale of red, yellow, and green. For more information on the PMA and the executive scorecard, please visit www.whitehouse.gov/results/.

The Department has made significant improvements in several areas, with the status scores for Strategic Management of Human Capital, Improved Financial Performance, and Budget and Performance Integration, now at green.

In addition, OMB designated the State Department as the principal implementing partner for the PMA initiative on a Rightsized Overseas Presence and Congress mandated the creation of the Office of Rightsizing the U.S. Government Overseas (M/R) within the Department. M/R's goals are to: establish standard procedures and instructions for posts to follow when conducting rightsizing review exercises; implement a rightsizing review process based on a five-year review schedule for all posts and new embassy compound construction projects; work with Department elements and the inter-agency process to identify rightsizing best practices, implement regionalization and centralization strategies, reach common definitions on rightsizing opportunities such as duplication of effort at posts and outsourcing methods and requirements; and meet or exceed the applicable criteria for maintaining Green Status on the PMA Rightsizing initiative.

The State Department develops its PMA performance goal milestones through an annual deliberative process, which includes both agency initiative owners and OMB. Participants owning the PMA initiatives detail where they would be "Proud To Be" within one year, and then strategize how to best accomplish their goals through quarterly progress. OMB reviews this progress and issues its PMA government-wide scorecard summary. The Department fully articulated its "Proud To Be" goals for the third year of the PMA in August 2005.

The following is a brief overview of the Department's overall PMA progress:

Progress	Strategic Management of Human Capital	Status
Goal Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.		
Progress • Developed implementation plan for civil service (CS) workforce planning system. • Registered 76% of all foreign service (FS) and CS in "Employee Profile +" • Collected data, developed reporting templates, populated on-line system to track and document HC results. • Implemented new promotion procedures for FS Generalists. • Completed Career Development plan (FS Generalists). Expanded to include Foreign Service and enhanced Civil Service opportunities.		
Upcoming Actions • Fully implement CS Workforce Planning System for CS employees. • Complete IT competency gap assessment, gap closure plan. • Negotiate with unions for new CS Performance Appraisal System, prepare request for the Office of Personnel Management (OPM) approval. • Report progress on family employment activities and diversity. • With OPM, determine elements necessary for strengthening Agency accountability system.		

Progress	Improved Financial Performance	Status

Goal
World-class financial services that support strategic decision-making, mission performance, and improved accountability to the American people.

Progress
- Continued to expand the content and use of financial data to inform the management decision-making process per OMB-approved 'Green' plan.
- State and USAID successfully upgraded to Momentum 6.02 for the Joint Financial Management System (JFMS). Efforts included collaboration on software conversion utilities, procedures, configuration setups and post-implementation monitoring.
- The Management Control Steering Committee (MCSC) established a subcommittee, comprised of RM, Office of the Inspector General (OIG), Office of the Legal Advisor (L), Bureau of Information Resource Management (IRM) and Bureau of Diplomatic Security (DS). The subcommittee will report to the MCSC in June on efforts to comply with the auditor's findings on the Federal Financial Management Improvement Act (FFMIA) deficiencies (e.g., SFFAS No. 4, OMB Circular A-127), and how to categorize the issues (e.g., reportable non-conformance).

Upcoming Actions
- Continue to expand the use of financial data to inform the management decision-making process per OMB-approved 'Green' plan.

Progress	Competitive Sourcing	Status

Goal
Achieve efficient, effective competition between public and private sources and establish infrastructure to support competitions.

Progress
- Issued draft performance work statement for domestic motor-pool competition.
- Issued draft performance work statement for career assignments technicians.
- Continued on schedule to complete the Department's first standard competition, involving global multi-media services.

Upcoming Actions
- Issue solicitation for multi-media services.
- Improve the FY 2006 FAIR Act Inventory.
- Issue solicitation for domestic motor-pool drivers.
- Issue solicitation for career assignments technicians

Progress	Budget and Performance Integration	Status

Goal

Improve the performance and management of the federal government by linking performance to budget decisions and improve performance tracking and management. The ultimate goal is better control of resources and greater accountability over results.

Progress

- Submitted second quarter management reports.
- Deployed Global Affairs dashboard reporting module to pilot offices.
- Continued to track status of PART finding and recommendations.
- Submitted draft pilot performance Congressional Budget Justification (CBJ) for two accounts for inclusion in the FY 2007 budget submission.
- The Department worked with both regional and functional bureaus to expand the use of Quarterly Management Reports (QMRs) as a tool to better inform management decisions made by senior managers.
- Linked the Global Dashboard Performance Tool to the Joint State/USAID Performance Plan, and USAID's Bureau Program and Budget Submission (BPBS).
- Updated performance targets and financial information for new and prior year PARTs.

Upcoming Action

- Produce PART Scores and Ratings Reports.
- Include PART ratings and substantive analysis in account justification sections of Congressional Budget Justification.
- Finalize OMB Exhibit 300 in preparation for a joint State–USAID planning system.
- Roll out the Global Affairs Dashboard to select bureau users.
- Initiate Joint State/USAID Strategic Plan revision.
- Further develop pilot performance CBJ format in coordination with OMB.

Progress	Expanded Electronic Government	Status

Goal

Expand the federal government's use of electronic technologies (such as e-procurements, e-grants, and e-regulation), so that Americans can receive high-quality government service.

Progress

- E-Gov/Line of Business/SmartBuy Implementation and Alignment Plans. The Department has an approved plan and submitted the 1st Quarter, FY 2006 report on November 30. All required milestones were completed. Three milestones (e-Payroll) were deferred to Q2 FY2006 due to Hurricane Katrina.
- Acceptable Business Cases: All 20 of the Department's FY 2007 Exhibit 300 business were graded by OMB in the Well Planned and Managed category and received passing business case scores (the only agency to achieve this milestone).
- State's Under Secretary for Management and USAID's Deputy Director signed a memo to their Joint Management Council on using the Joint Enterprise Architecture (JEA) as a tool to identify and implement joint management initiatives between the two organizations.
- Evaluated JEA effectiveness using OMB's Enterprise Architecture Self-assessment tool and submitted score to OMB for validation. Submitted JEA Completion and Use Plan report to OMB.
- Mapped Information Categories to the appropriate Joint Business Reference Model (BRM) lines of business.
- Foreign Service Institute was approved to be one of four authorized Government-wide e-training service providers.
- All managers of major IT projects were validated in the FY 2007 Budget submission. The Department has implemented an IT Project Manager Program that updates basic and continuing education requirements. These new program requirements must be met by Q1 FY 2007.
- PM's for designated "High Risk" projects are preparing performance reports using OMB's template prescribed in OMB memo M-05-23 for submission to OMB.
- Submitted Annual e-Gov Act Implementation Report highlighting Online Passport Status Service.
- State provided hands-on SMART demonstrations for internal and interagency users.

Upcoming Actions

- Using the guidance issued by CIO Council Architecture and Infrastructure Committee provide the completed transition plan as part of the agency's Enterprise Architecture (EA) submission to OMB.
- Report on plan and status to include all contractor systems in the Department's inventory of IT systems.
- Submit quarterly report signed by the CIO and Senior Procurement Executive stating the agency has no IT acquisitions duplicative of e-Gov initiatives.
- Submit e-Gov/Line of Business/SmartBuy implementation and Alignment Quarterly Milestones Report to OMB.

Progress	Federal Real Property Asset Management Initiative	Status

Goal

To promote the efficient and economical use of the United States Government's real property assets both overseas and domestically.

Progress

- Asset Management Plan: State submitted a State and USAID consolidated plan.
- Inventory and Performance Measures: Completed the collection of all necessary Federal Real Property Council inventory and performance measures (e.g., cost, condition, utilization) for buildings and structures.

Upcoming Actions

- Submit a draft three-year timeline for meeting goals/objectives. Submit a final three-year timeline, including OMB comments.
- Submit a data validation procedure to ensure the quality of the data reported to the Federal real Property Council database in Q1 2006.
- State and USAID must provide evidence that they are implementing the Asset Management Plan and are beginning to use the Asset Management Plan, Inventory, and Performance Measures in their day-to-day decision making and management of programs.

Right-Sized Overseas Presence

The President has emphasized the importance of security, efficiency, and accountability in U.S. Government staffing overseas by identifying Rightsizing as part of the President's Management Agenda. Rightsizing is ensuring that the mix of USG agencies and personnel overseas is appropriately aligned with foreign policy priorities, security concerns, and overall resource constraints. OMB is leading this PMA initiative. It is included in this report due to its importance to both the Department and USAID.

Progress	Right-Sized Overseas Presence (OMB Lead)	Status

Goal

- Ensure New Embassy construction linked to rightsized staffing levels.
- Have an accurate and transparent accounting of Government-wide staffing and costs for personnel under Chief of Mission (COM) authority overseas.
- Use regionalization and centralization as rightsizing tools.
- Put review mechanisms in place to validate planning and size of all missions.

Progress

- State's Rightsizing Office (M/R) developed five-year schedule for rightsizing reviews of all missions and provided standard guidance and instructions for CY 2006 reviews for post planning potential new embassy construction projects for FY 2008.
- State's Office of Global Support Services and Innovations submitted a three-year Regionalization and Centralization Architecture plan, to begin with danger posts in FY 2006.
- OMB included Government-wide data for personnel under COM authority, including the total number of U.S. and local positions overseas, the average cost of an American position, and the number of new positions included in the FY 2007 Budget.
- State and OMB validated planning for a single, unified "Gold Standard" database for personnel overseas under COM authority.

Upcoming Actions

- State M/R to circulate current round of CY 2006 rightsizing reports to the interagency and OMB for comment.
- Report on accomplishment of Regionalization architecture migration plan milestones, including quantifying targets and goals for danger posts (State).
- Validate Post Personnel database population with all posts and other agency headquarters (State).
- Host Washington Interagency Rightsizing Summit to discuss new embassy compound and other mission rightsizing review process, five-year plan, and standard rightsizing review guidance/procedures (State/OMB).

The President's Management Agenda – Status at USAID

USAID has made sustained and increasing progress in its business transformation, and this has been reflected in the Agency's scores on each of the five government-wide initiatives in the President's Management Agenda. USAID is extremely pleased to have been awarded a "double-green" score in budget and performance integration. Overall, USAID achieved six green ratings for progress in achieving the OMB-developed, government-wide criteria and has four yellow ratings and two red ratings for status. The following is a summary of USAID's overall progress towards achieving the goals of the PMA during FY 2005.

Progress	Strategic Management of Human Capital	Status

Goal
Build, sustain, and deploy effectively a skilled, knowledgeable, diverse, and high-performing workforce aligned with mission objectives and goals.

Progress
- Demonstrated refinements to the workforce planning model.
- Completed draft Senior Executive Service performance plan enhancements. Prepared schedule to demonstrate that performance plan and awards meet Proud to Be III Standards for Success.
- Demonstrated continued results in closing skill and competency gaps.
- Provided the Agency's diversity action plan.
- Conducted evaluation of GS performance system using OPM tool, and identified beta site and schedule to test system to link pay to the performance appraisal system and awards program.
- Planned with OPM to review agency accountability system and use results to strengthen HC results.
- Prepared briefing on working towards "Rightsizing Strategy."

Upcoming Actions
- Begin implementation of e-Gov tool.
- Complete appropriated use of non-U.S. Direct Hire employment mechanism options analysis and recommendations for streamlining.
- Procure and begin implementing Learning Management Software (e-Gov).

Progress	Improved Financial Performance	Status

Goal
World-class financial services that support strategic decision-making, mission performance, and improved accountability to the American people.

Progress
- Issued FY 2005 Performance and Accountability Report on time (by 11/15/2005).
- Took actions to support closure of the one 2005 auditor weakness.
- Received unqualified audit opinion on all financial statements for FY 2005.
- Had no chronic or significant Anti-Deficiency Act violations through 12/31/2005.
- Completed move of Phoenix production operations to Department of State facility in Charleston, South Carolina on 11/18/05.
- Deployed Phoenix to the Controller missions in Asia and the Near East (December 2005).
- Submitted revised A-123 Implementation Plan to OMB.

Upcoming Actions
- Submit corrective action plan for new material weakness (by 2/28/06).
- Submit "Getting to Green" plan to OMB.
- Begin deployment of Phoenix to Controller Missions in Africa (Phase 1) (March).
- Complete Training in Africa Missions (Phase 1).
- Complete prior year data clean-up for Europe and Eurasia.
- Install Travel Accounting Module in support of E-Travel.
- Upgrade System to Version 6.06.
- Initiate formal documentation process for A-123 validation and testing.

Progress	Competitive Sourcing	Status

Goal
Achieve efficient, effective competition between public and private sources and establish infrastructure to support competitions.

Progress
- Announced competition for building services.
- Developed and approved "soft landing" policies as needed for possible impacts on direct-hires affected by competition.
- Met with OMB on options for grouping activities for competition.
- Updated Civil Service (CS) strategic plan as needed to track to submitted 2005 CS inventory pending OMB approval.
- CS Contractor selected to support streamlined competition.
- Issued call for 2006 inventory preparation.

Upcoming Actions
- Review 2005 CS inventory, and using CS strategic plan have CS Working Group assess further competition opportunities in FY 2006.
- Make recommendations to the Competitive Sourcing Office for approval to nominate commercial activities for endorsement. Begin required business analysis for possible competition selection.
- Identify any candidates for Business Process Improvement assessments in addition to CS competition candidates.
- Provide updated CS "Yellow" Strategic Plan reflecting published 2005 revisions.

Progress	Budget and Performance Integration	Status

Goal
Improve the performance and management of the federal government by linking performance to budget decisions and improve performance tracking and management. The ultimate goal is better control of resources and greater accountability over results.

Progress
- Marginal Cost Report submitted and accepted by OMB.
- PART ratings and programmatic impacts summarized and included in the FY 2005 Performance and Accountability Report.
- Submitted new and updated PART follow-up actions for completed PARTs and reviewed performance indicators to include the most recent data possible, with one exception, Global Climate Change, where change of personnel both at USAID and OMB delayed updating.
- Identified universe of PART programs at USAID and proposed programs for PARTing in FY 2006. Also identified possible areas for waiver, i.e. Child Survival and Health activity in Russia and Ukraine.
- Updated Automated Directive System to include guidelines on "delinquency reporting" when missions fail to meet Annual Report deadline of December 19.

Upcoming Action
- Analyze Annual Reports for delinquent reporting to identify incidence and distribution of data submission problems with delinquency reports sent to mission directors for corrective action. Provide delinquency report to OMB at the end of the quarter.
- Document planned use of previously utilized performance indicators in upcoming PART assessments for Asia and Near East Development Assistance and Child Survival and Health.
- Hold kickoff meeting with program leads on 2006 PARTs, together with OMB.

Progress	Expanded Electronic Government	Status

Goal

Expand the federal government's use of electronic technologies (such as e-procurements, e-grants, and e-regulation), so that Americans can receive high-quality government service.

Progress

- Upon release of the OMB Enterprise Architecture (EA) Assessment Framework v2.0, USAID will baseline the Agency's Enterprise Architecture.
- USAID identified gaps in performance measures and areas of duplication by utilizing the mapping of architectural layers and the Federal Enterprise Architecture reference model.
- Provided report to OMB and Geospatial One-Stop identifying all grant programs related to geospatial information.
- Provided report to OMB and E-Authentication identifying existing and planned web-based systems requiring electronic authentication.
- Provided Grants.gov an outreach plan for discretionary grant programs.

Upcoming Actions

- Submit Enterprise Architecture artifacts for assessment.
- The Joint Enterprise Architecture (JEA) Team, in coordination with the Joint Management Council (JMC) and the Chief Information Officers, will start the process of applying EA disciplines to one of the JMC working groups: the Management Services and Planning working group. The focus area will be those business processes supporting Shared Services and Rightsizing.
- Sign new Memoranda of Understanding for E-Government Initiatives and complete funding transfers as appropriate.
- Establish an OMB-approved process and plan for implementing all of the appropriate E-Government, Lines of Business, and SmartBUY initiatives rather than creating redundant or agency unique IT projects.

Progress	Federal Real Property Asset Management Initiative	Status

Goal

To promote the efficient and economical use of the United States Government's real property assets, both overseas and domestically.

Progress

- Incorporated OMB comments into the joint State/USAID Asset Management Plan (AMP) and submitted for review on November 15.
- Received OMB approval of the Joint AMP.
- Completed the capture of all required Federal Real Property data at the constructed asset level and coordinated with State for the submission of data to the Federal Real Property Program.
- Established a data validation protocol to ensure the data quality of the Federal Real Property review process.

Upcoming Actions

- Submit an implementation plan for Joint AMP focusing on implementation of the AMP at USAID headquarters and field offices. Begin implementation of the Joint State/USAID AMP.
- Work with OMB to finalize USAID specific initiatives in the 3-year timeline based upon the approved Joint AMP goals and objectives. Implement data validation protocol to improve data quality for future reporting.
- Analyze Federal Real Property data reported, establishing baselines for performance measure data elements and begin to develop goals and targets.

Progress	Faith-Based and Community Initiative	Status

Goal

Enhance opportunities for faith-based and community organizations (FBCOs) to compete for federal funding, monitor compliance with equal treatment regulations in addition to identifying barriers to the equal participation of FBCOs in agency programs, collect data on the participation of FBCOs in agency programs, and implement and evaluate demonstration programs where FBCOs participate.

Progress

- Agency-cleared FY 2005 Annual Report on Faith-based and Community Initiatives (FBCI) actions and barriers removed to date provided to OMB.
- Agency lead for FBCI led two technical assistance workshops at White House Office of FBCI regional conferences in Milwaukee and Nashville.
- Quarterly reports on Pilot Programs were submitted to White House Office of FBCI and OMB.
- Continued monitoring regulation compliance. No complaints received this quarter.
- Revising USAID web site language on Private Voluntary Organizations (PVOs) which is not clear and may lead readers to believe that organizations must be registered PVOs in order to receive USAID funding.

Upcoming Actions

- Provides OMB and White House Office of FBCI with analysis of completed pilot and action plan for future pilot/demonstration projects.
- Continue to monitor compliance with equal treatment regulation.
- Meet data collection deliverable for the White House Office of FBCI for additional FY 2005 data on participation in grant competitions.
- Issue instructions to missions and bureaus on revised FY 2006 data collection plan.
- Provide quarterly reports on four pilots.

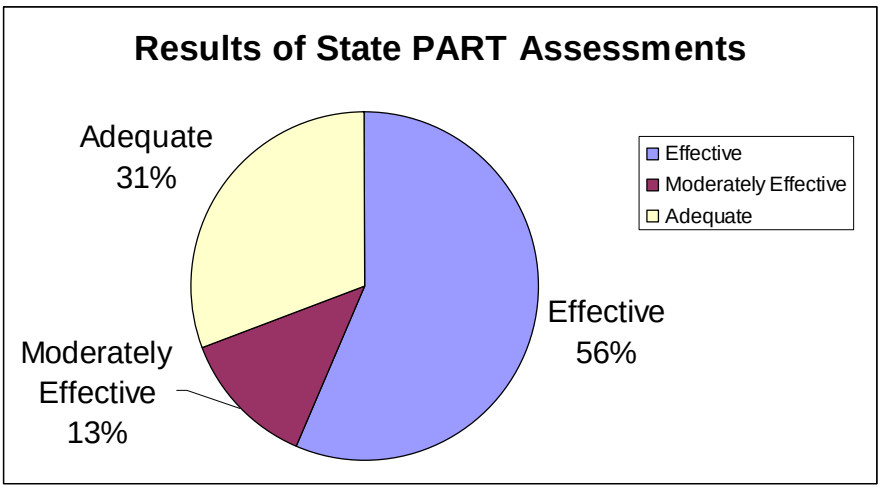
Program Assessment Rating Tool (PART) – Status at State

The Office of Management and Budget (OMB) uses the Program Assessment Rating Tool (PART) to assess federal programs. The PART is a series of diagnostic questions used to assess and evaluate programs across a set of performance-related criteria, including program design and purpose, strategic planning, program management, and results. PART results are then used to inform the budget process and improve program management to ensure the most effective and efficient usage of taxpayer dollars.

To date, State and OMB have conducted 39 PART reviews for State's programs. Twelve new PART reviews were conducted in 2005 for inclusion in the President's FY 2007 budget submission to Congress. No reassessments were conducted for programs reviewed in previous years. Preliminary scores for the current-year assessments rate three State programs as "Effective," one program as "Moderately Effective'" and eight programs as "Adequate."

Recent results from PART reviews conducted by OMB are summarized below by strategic goal and in order of score (highest to lowest). Information is provided describing how bureaus have addressed and implemented findings and recommendations for each of the PART programs.

The answers to specific questions in the PART translate into section scores which are weighted to generate an overall score. The section scores are weighted as follows to generate a section score: program purpose/design 20 percent, planning 10 percent, management 20 percent, and results/accountability 50 percent. Overall, PART scores are translated into qualitative ratings. Because overall scores could suggest a false degree of precision, only the overall ratings are made available to the public.



STATE PART PROGRAMS CY 2002 – 2005: SCORES AND RATINGS (PART program descriptions and improvement plans are included in the Appendix)			
Strategic Goal	**Bureau**	**Program Name**	**Scores and Rating**
Public Diplomacy	ECA	Educational and Cultural Exchange Programs in Near East Asia and South Asia	98% – Effective
Management Excellence	OBO	Capital Security Construction Program	97% – Effective
Public Diplomacy	ECA	Global Educational and Cultural Exchanges	97% – Effective
Regional Stability	AF	Security Assistance to Sub-Saharan Africa	97% – Effective
Humanitarian Response	**PRM**	**Migration and Refugee Assistance – Protection and Durable Solutions**	**96% – Effective**
Humanitarian Response	PRM	United Nations High Commissioner for Refugees	96% – Effective
Humanitarian Response	**PRM**	**Migration and Refugee Assistance -- Other Population, Refugees and Migration Programs**	**93% – Effective**
Humanitarian Response	PM	Humanitarian Demining	93% – Effective
Regional Stability	**SA**	**South Asia Military Assistance**	**93% – Effective**
Homeland Security	CA	Visa and Consular Services	92% – Effective
Management Excellence	DS	Worldwide Security Upgrades	92% – Effective
Humanitarian Response	PRM	Humanitarian Migrants to Israel	91% – Effective
Economic Prosperity and Security	IO	Contribution to the United Nations Development Programme	91% – Effective
Weapons of Mass Destruction	ISN	Export Control Assistance	90% – Effective
Regional Stability	WHA	Security Assistance for the Western Hemisphere	90% – Effective
Weapons of Mass Destruction	ISN	Nonproliferation and Disarmament Fund	89% – Effective
Democracy and Human Rights	EUR	Support for East European Democracy/Freedom Support Act	88% – Effective
Management Excellence	OBO	Non-Security Embassy Construction Program	86% – Effective
Regional Stability	IO	Contributions for International Peacekeeping Activities	86% – Effective
Humanitarian Response	PRM	Refugee Admissions to the U.S.	86% – Effective
Counterterrorism	S/CT	Anti-Terrorism Assistance	85% – Effective
Counterterrorism	S/CT	Terrorist Interdiction Program	85% – Effective
Regional Stability	EUR	Peacekeeping Operations - Organization for Security and Cooperation in Europe Programs	83% – Moderately Effective

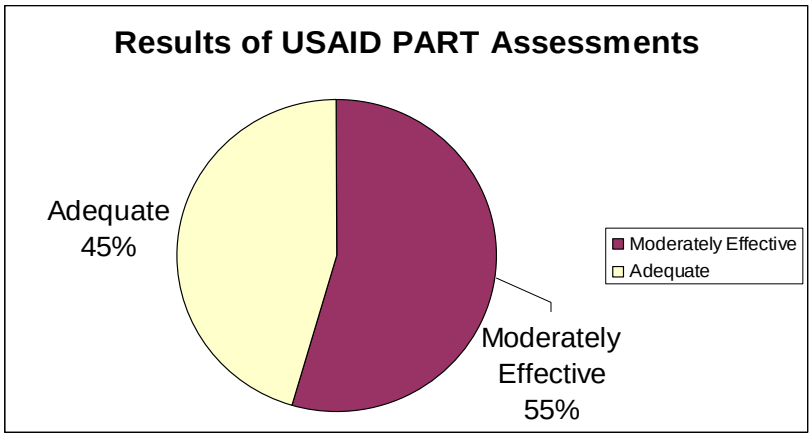
STATE PART PROGRAMS CY 2002 – 2005: SCORES AND RATINGS (PART program descriptions and improvement plans are included in the Appendix)			
Strategic Goal	**Bureau**	**Program Name**	**Scores and Rating**
Regional Stability	EUR	Military Assistance to New NATO and NATO Aspirant Nations	80% – Moderately Effective
Weapons of Mass Destruction	ISN	Nonproliferation of Weapons of Mass Destruction Expertise	79% – Moderately Effective
Social and Environmental	**S/GAC**	**The President's Emergency Program for AIDS Relief - Focus Countries**	**73% – Adequate**
Management Excellence	**DS**	**Protection of Foreign Missions and Officials**	**72% – Moderately Effective**
Democracy and Human Rights	WHA	Economic Support Fund for the Western Hemisphere	71% – Moderately Effective
Democracy and Human Rights	DRL	Human Rights and Democracy Fund	67% – Adequate
Management Excellence	**RM**	**International Cooperative Administrative Support Services**	**65% – Adequate**
Social and Environmental	**S/GAC**	**The President's Emergency Program for AIDS Relief - Global Fund**	**65% – Adequate**
Social and Environmental	OES	Contributions to International Fisheries Commissions	59% – Adequate
Economic Prosperity & Democracy and Human Rights	**AF**	**Economic Support Fund for Africa**	**58% – Adequate**
Social and Environmental	**S/GAC**	**The President's Emergency Program for AIDS Relief - Other Bilateral**	**58% – Adequate**
Public Diplomacy	**R**	**Public Diplomacy**	**56% – Adequate**
International Crime and Drugs	**INL**	**International Narcotics Control and Law Enforcement: Africa/Asia**	**53% – Adequate**
International Crime and Drugs	INL	International Narcotics and Law Enforcement Programs, Western Hemisphere	53% – Adequate
International Crime and Drugs	INL	Andean Counterdrug Initiative	52% – Adequate
Public Diplomacy	**IIP**	**International Information Programs**	**50% – Adequate**

Programs highlighted in bold text were assessed in CY 2005.

Program Assessment Rating Tool (PART) - Status at USAID

USAID has made significant progress in using OMB's Program Assessment Rating Tool (PART) to improve the Agency's effectiveness in strategic program planning and budgeting. For example, information gathered in the PART helps managers identify strengths and weaknesses of programs, and allocate resources appropriately to address them. It is the basis for providing evidence-based funding requests aimed at achieving specific, positive results. USAID has taken a number of actions in response to PART findings completed through FY 2005, including increasing the use of common performance measures, improving the measurability of performance goals, and allocating funding more strategically.

USAID's goal is to have completed PART assessments for 100 percent of its programs by the end of the FY 2008 cycle, and that USAID will have OMB-approved performance and efficiency measures for all PART-assessed programs. The tables below summarize the ratings for USAID's nine PART reviews conducted by the Office of Management and Budget. The results are summarized below by as well as information on how USAID has addressed and implemented findings and recommendations.



USAID PART PROGRAMS CY 2002 - 2005: SCORES AND RATINGS (PART program descriptions and improvement plans are included in the Appendix)			
Strategic Goal	**Bureau**	**Program Name**	**Scores and Rating**
Economic Prosperity and Security	EGAT/DCA	Development Credit Authority (DCA)	87% - Moderately Effective
Regional Stability	DCHA/OTI	Office of Transition Initiatives	82% - Moderately Effective
Economic Prosperity and Security/Democracy and Human Rights	LAC	Development Assistance (LAC)	82% - Moderately Effective
Economic Prosperity and Security/Democracy and Human Rights	LAC	Child Survival and Health (CSH - LAC)	82% - Moderately Effective
Management and Organizational Excellence	M	Operating Expenses and Capital Investment Fund (OE/CIF)	81% - Moderately Effective
Economic Prosperity and Security/Democracy and Human Rights	GH	USAID Child Survival and Health-Population	76% - Moderately Effective
Economic Prosperity and Security/Democracy and Human Rights	AFR	Development Assistance (Sub Saharan Africa)	75% - Adequate
Humanitarian Response	DCHA/OFDA	International Disaster and Famine Account (IDFA)	72% - Adequate
Social and Environmental Issues	EGAT	USAID Climate Change	69% - Adequate
Economic Prosperity and Security	DCHA	Public Law 480 Title II Food Aid	69% - Adequate
Social and Environmental Issues	AFR	Child Survival and Health (CSH - Africa)	68% - Adequate

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. The Joint 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** *Winter/Spring*	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** *Spring/ Early Summer*	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** *Late Summer/ Fall*	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.

Performance Measurement Methodology

To measure progress and assess performance, the Department and USAID employ a performance measurement methodology as illustrated below. Definitions of each of the six components of the pyramid are presented below:

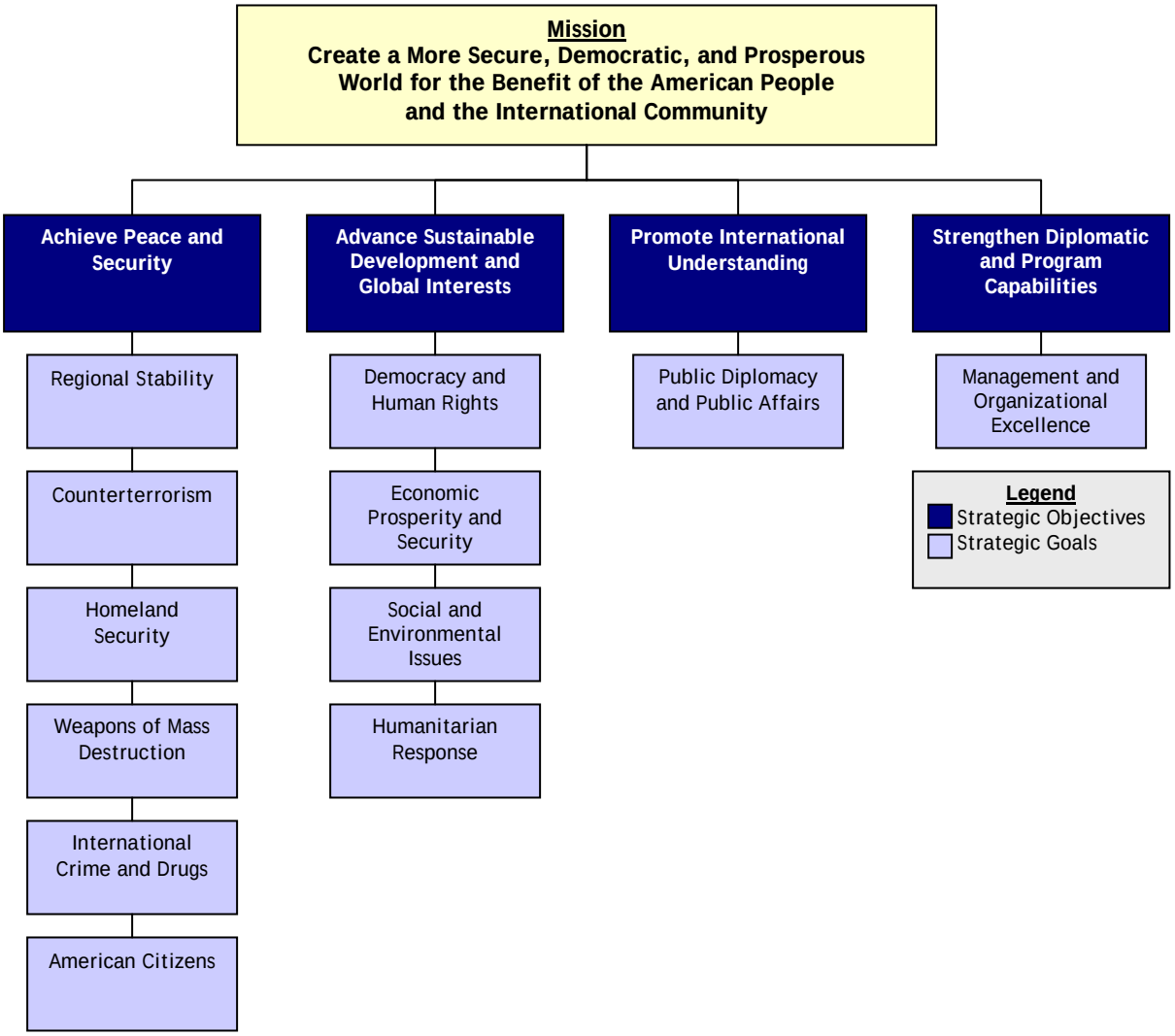
Strategic Objectives	High level, broad categories of action through which the Department and USAID will achieve strategies and performance goals.
Strategic Goals	The Department and USAID's long-term goals as detailed in the Strategic Plan.
Performance Goals	The desired outcomes the Department and USAID are planning to achieve in order to attain their strategic goals. There are thirty-eight performance goals.
Initiatives/Programs *(Referred to as Program Goals by USAID)*	Specific functional and/or policy areas, including programs defined by the OMB Program Assessment Rating Tool (PART), to which the Department of State and USAID devote significant attention.
Performance Indicators	Values or characteristics that the Department and USAID utilize to measure progress achieved towards stated annual performance goals. The indicators are drawn from bureau and mission performance plans.
Performance Targets	Expressions of desired performance levels or specific desired results targeted for a given fiscal year. Achievement of targets defines success. Where possible, targets are expressed in quantifiable terms. The FY 2007 Joint Performance Plan reports on how well the targets have been achieved by State and USAID respectively.

Performance Management Model
-Hierarchy-

Strategic Planning Framework

Consistent with their performance measurement methodology shown on the previous page, the Department and USAID focus their work around twelve strategic goals that capture both the breadth of their mission and specific responsibilities. The twelve strategic goals are centered around four core strategic objectives:

- Achieve Peace and Security
- Advance Sustainable Development and Global Interests
- Promote International Understanding
- Strengthen Diplomatic and Program Capabilities



Strategic Goal Chapters

Strategic Goal 1: Regional Stability

Avert and Resolve Local and Regional Conflicts to Preserve Peace and Minimize Harm to the National Interests of the United States

I. Public Benefit

The United States Government seeks to provide security for our citizens and interests at home and abroad through international treaties, alliances, and the active promotion of freedom, democracy, and prosperity abroad. Employing diplomacy and development assistance, the U.S. builds and strengthens relations with neighbors and allies worldwide to promote our shared values and prevent, manage, and mitigate conflicts and human suffering. The Department and USAID work together and with international partners to alleviate regional instability by promoting good governance, sustainable civil institutions, and the development of professional, responsible, and accountable police and military forces. In company with our allies and coalition partners, we help failing, failed, and recovering states ("fragile states") to nurture democracy, enhance stability, improve security, make key reforms and develop capable institutions. Our programs and policies enable partnerships to fight terrorism, the proliferation of dangerous weapons, trafficking in people and narcotics, and other criminal activities that undermine legitimate governments and threaten regional stability around the globe. We help build the capacity of foreign partners through military and development assistance to enhance regional security and reduce demands on U.S. forces. Engagement of like-minded foreign partners contributes and provides legitimacy to our stabilization and reconstruction efforts. Our success can be seen in the expansion of NATO missions into Afghanistan, our strong and growing security relationships with Japan, South Korea, India and Australia, and our steady progress in improving the capability of the African Union to respond to crises on the African continent. These and related efforts reduce threats created by and high costs of regional instability, and thereby protect the security of American citizens and our interests at home and abroad.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	1,245	1,222	1,233	11	0.9%
Funds[2]	$6,766,629	$6,327,839	$6,584,234	$256,394	4.1%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Regional Stability strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Regional Stability	Close Ties with Allies and Friends	Security Assistance	FMF, IMET, PKO	PM, AF, EAP, EUR, NEA, SA, WHA	DoD
		Transatlantic Relationship	D&CP, FMF, IMET, ESF	EUR, PM	NATO
		Maintenance of Alliances	D&CP	EAP	DoD
	Resolution of Regional Conflicts	Conflict Management and Mitigation	D&CP, PKO, IMET, FMF, DA, ESF, TI, SEED, FSA, NADR	S/CRS, AF, EUR, AFR, DCHA/CMM	AU, DoD, EU, UNDPKO, ECOWAS, Nigeria, Senegal, Ghana, Kenya, Benin, Mali
		Security Cooperation and Arms Control	D&CP	ISN, EUR, EAP	VCI, L, PM, DoD, NSC, Intelligence Community, NATO, OSCE
		Implementation of the Road Map	D&CP, ESF	NEA, EB, PPC/DCO	NSC, CIA
		Security Assistance Programs to Sub-Saharan Africa	D&CP, PKO, IMET, FMF	PM, AF	AU, DoD, EU, ECOWAS, UNDPKO, Netherlands, Belgium, France, UK, Nigeria, Senegal, Ghana, Kenya, South Africa, Benin, Mali, Ethiopia, Djibouti

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
RS.01 CLOSE, STRONG, AND EFFECTIVE U.S. TIES WITH ALLIES, FRIENDS, PARTNERS, AND REGIONAL ORGANIZATIONS.

I/P #1: Security Assistance

Security assistance strengthens the military capabilities of allies, friends, partners, and international organizations and increases interoperability, both in doctrine and in equipment, with U.S. and NATO forces, as well as with regional coalitions.

Output Indicator

Indicator #1: Number of Individuals Receiving Training under International Military Education and Training Programs

TARGETS	**FY 2007**	8,894 individuals.
	FY 2006	7,898 individuals.
RESULTS	2005	8,622 individuals.
	2004	11,832 individuals.
	2003	10,736 individuals.
	2002	10,417 individuals.
DATA QUALITY	Indicator Validation	The number of foreign military personnel participating in International Military Education and Training (IMET) programs is an indication of foreign receptivity to U.S. strategic approach and likely success in gaining foreign support on specific policy issues. The greater the number of IMET students, the greater the likelihood that foreign forces will be able to provide security in their respective region(s). A systematic evaluation of measures of effectiveness for IMET is in progress.
	Data Source	Data are based on Political-Military Affairs bureau and regional bureau assessments of participation by foreign countries.

I/P #2: Transatlantic Relationship

An enhanced and expanded Euro-Atlantic Partnership promotes stability, security, democracy, and prosperity within the region and builds support for U.S. strategic goals beyond Europe.

Outcome Indicator

Indicator #1: Status of Transatlantic Security Relationships: NATO-led and U.S.-led Coalition Operations

TARGETS	**FY 2007**	EUR Multinational Force (MNF-I) and Operation Enduring Freedom (OEF) force levels are maintained as required. U.S. troop contribution decreases as a percentage of the total force in Afghanistan. NATO Training Mission in Iraq (NTM-I) begins to hand over responsibility for Stages 1 and 2 training to the Iraqi government. NATO adjusts KFOR mission to help maintain security in Kosovo in accordance with the terms of a settlement of Kosovo's future status.
	FY 2006	EUR MNF-I and OEF force levels are maintained as required. NATO-led International Security Assistance Force completes expansion of Provincial Reconstruction Teams (PRTs) to the south and initiates expansion to the east. NATO increases the size and scope of its training mission inside Iraq (NTM-I). NATO completes Kosovo Force (KFOR) transition from a Multinational Brigade Force to a Multinational Task Force structure, creating leaner administrative and support elements with more flexible maneuver elements.
RESULTS	2005	1. Improvements made in NATO Response Force but not yet at full operating capability. 2. Increased European military capabilities through engagement in the Interim Security Assistance Force and NATO's Training Mission in Iraq (NTM-I). 3. NATO's Stabilization Force completed its mission in Bosnia & Herzegovina. NATO-EU handover went smoothly. NATO headquarters in Sarajevo established. 4. NATO completed Stage 2 (West) and initiated Stage 3 (South) of the Interim Security Assistance Force expansion. NATO established the Training, Education and Doctrine Center, which will significantly increase size and scope of training mission in Iraq. 5. NATO began Kosovo Force transition to a Multinational Task Force structure to eliminate redundant administrative and support forces while enhancing overall effectiveness of maneuver forces.
	2004	1. NRF unit approved to deploy to Afghanistan for election security support. As Stabilization Force in Bosnia and Herzegovina concluded its mission in Bosnia, EU follow-on force approved to commence operations. 2. NATO inducted 7 new members; continued Membership Action Plan for aspirants. 3. Georgia, Azerbaijan, Uzbekistan agreed to develop Individual Partnership Action Plans.
	2003	1. Agreement reached with Allies to reform NATO's command structure. European partners committed themselves to boosting European capabilities. NATO Response Force in process of development. 2. Seven new members invited to join Alliance. Ratifications on track for May 2004. 3. Progress made on NATO-Russia projects, including military–to-military cooperation. Retooled Partnership for Peace to better meet the needs of the Central Asia/Caucasus partners. NATO-Ukraine Action Plan launched.
	2002	1. Europeans made pledges to improve their capabilities. Seven new members invited to join the Alliance. Berlin Plus would have allowed the EU to borrow NATO assets and capabilities for European-led operations, but this was not agreed upon. 2. Allied heads of state committed to enhance military capabilities by filling key shortfalls through the New Capabilities Initiative, which will encourage pooling and specialization, introduce the NRF and reform NATO's Command Structure. U.S. export controls streamlined to promote transatlantic defense industrial integration. 3. NATO-Russia Council and 2002 work plan established in May 2002.
DATA QUALITY	Indicator Validation	NATO is the United States' foremost security relationship. Strong and effective ties with our European allies within NATO are essential to promote stability and protect U.S. interests in Europe and the world.
	Data Source	Reports from NATO. Report to Congress on NATO enlargement. 2004 Partnership for Peace Report to Congress.

I/P #3: Maintenance of Alliances

Strengthen alliances to foster stability in strategic regions.

Outcome Indicator

Indicator #1: Strength of Treaty Relationships - Japan and Korea

TARGETS	**FY 2007**	1. Japan – Policy coordination for the Kitty Hawk replacement has been completed. Coordination with GOJ on Defense Policy Review Initiative (DPRI) implementation plans has advanced and GOJ has begun allocating funding for GOJ-sponsored items. 2. Korea – Continue specified relocation activities.
TARGETS	**FY 2006**	1. Japan – Implementation plans for specific DPRI items have been completed and agreement on implementation plans has been reached with the Government of Japan. New Special Measures Agreement (SMA) maintaining high level of GOJ host-nation support has been negotiated and signed. 2. Korea – Continue specified relocation activities. Conclude new round of SMA negotiations.
RESULTS	2005	1. Japan: Discussions relating to the carrier air-wing incorporated into ongoing Defense Policy Review Initiative talks addressing realignment and transformation. Signed agreement in April 2005 clarifying roles and responsibilities in the event of an accident. Agreed to common strategic objectives at February 2005 "2+2". 2. Korea: The Special Measures Agreement negotiations were successfully concluded. The purchase of the land for the new facilities was completed. The Security Policy Initiative meeting schedule is on track.
RESULTS	2004	1. Japan: United States and Japan reach agreement on assurances for U.S. military members in Japanese custody. U.S. Forces complete removal of all Polycholorinated Biphenyl, a toxic chemical, in storage on U.S. bases. Bilateral talks on replacement of U.S.S. Kitty Hawk begin. U.S. and Japan discuss concrete proposals on the remaining elements for the Futenma replacement facility under the Defense Policy Review Initiative. 2. Korea: ROK National Assembly approved the Future of the Alliance agreement on the reconfiguration of U.S. Forces Korea including relocation from Yongsan and other facilities. The two governments agreed to continue high-level security consultation by establishing the U.S.-ROK Security Policy Initiative.
RESULTS	2003	Talks between the U.S. and Republic of Korea on Future of the Alliance produced a timetable and division of costs for reconfiguration of U.S. Forces in Korea during 2004-08.
RESULTS	2002	Began U.S. and South Korea negotiations on the Future of the Alliance.
DATA QUALITY	Indicator Validation	Strengthened alliances will foster long-term stability in East Asia and the Pacific. Implementation of the measures approved by the Future of the Alliance and DPRI will strengthen the security alliance and bilateral relations with both Japan and Korea.
DATA QUALITY	Data Source	Cable reports and memoranda of communication from U.S. overseas reports. Public announcements and documents at the conclusion of negotiations and agreements.

Annual Performance Goal #2
RS.02 EXISTING AND EMERGENT REGIONAL CONFLICTS ARE CONTAINED OR RESOLVED.

I/P #4: Conflict Management and Mitigation

Use a variety of diplomatic and foreign assistance tools to end conflict.

Outcome Indicator

Indicator #1: Free, Democratic, and Whole Iraq at Peace with Itself and Its Neighbors

TARGETS	**FY 2007**	Civil liberties provisions remain intact and receive strong support from legal and executive institutions. New permanent government encourages policies delineating national versus local responsibilities. The legislature provides real oversight of key government functions, including budgeting and security policies. Iraqi NGOs begin to lobby the legislative and executive branches as well as local governments. Iraq able to defend itself without being a threat to its neighbors.
TARGETS	**FY 2006**	The draft permanent constitution is successfully adopted in October 2005 referendum. Law enforcement institutions begin to enforce and the judiciary begins to uphold civil liberties protections in the new constitution. Political parties announce coalitions and register for December elections, offering voters real choices. Parties and coalitions campaign peacefully. December 2005 elections successfully held. Results of elections receive broad public support. Newly elected government takes power peacefully in early 2006 with broad domestic and international legitimacy and support. Iraq assumes primary responsibility for its own security, able to defend itself without being a threat to its neighbors.
RESULTS	2005	Credible elections for Transitional National Assembly (TNA) and local governments were held on time; the change of government to the Iraq Transitional Government occurred in an orderly fashion and ahead of schedule; preparations are on track for constitutional referendum and December election; the rule of law and civil society are being established more firmly as time goes on; free media has been a responsible watchdog on governmental power; Iraq has progressively assumed increasing responsibility for own security.
RESULTS	2004	1. Iraqi Governing Council assumes additional responsibilities. 2. Transitional Administrative Law drafted and approved. 3. Iraqi Interim Government assumes full sovereignty; continued political, legal and economic reform. National Conference held. 4. Iraqi Interim National Council selected and begins operating. 5. Democratic institutions, rule of law, civil society, free media started. 6. Accountability and anti-corruption efforts began to take hold. 7. UNSCR 1546 recognized the Iraqi Interim Government and spelled out the UN's role in the transition to democratic rule. 8. Independent Electoral Commission of Iraq established and begins preparations for January 2005 elections, assisted by the UN.
RESULTS	2003	1. Saddam Hussein's regime overthrown. The Department worked closely with the Department of Defense and the Coalition Provisional Authority to stabilize and rebuild Iraq. The Department continues to support the development of strategies to move Iraq towards democracy, rule of law, build free market economy, including non-oil sector; build Iraqi security forces, subordinate to constitutional authority, capable of relieving U.S. and Coalition forces. 2. The Department's engagement at the UN is consistent with the responsibilities outlined in UN Security Council Resolution (UNSCR) 1483. UNSCR 1500 reaffirms the UN's support for the Governing Council and fortifies the important role for the UN in Iraq by establishing a UN Assistance Mission to support the work of the UN Special Representative in Iraq. UN agencies have been making critical contributions in humanitarian assistance and economic reform in Iraq.

	2002	Saddam Hussein was in power; UN sanctions were in effect.
DATA QUALITY	Indicator Validation	A free and democratic Iraq would contribute to economic and political stability in the region.
	Data Source	U.S. Mission post reports. While subject to inherent limits of subjective and qualitative analysis, U.S. mission reporting is informed by broad and deep access to the Iraqi government, political figures, community leaders and others. Confidence in data quality is high.

Output Indicator

Indicator #2: Progress Made in Advancement of a Peace Process (Worldwide)

TARGETS	**FY 2007**	1. 1355 events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars), a 7% increase. 2. 5858 officials, human rights monitors, and journalists trained in peace building/conflict resolution/mitigation skills, a 5% increase. 3. 199 USAID-sponsored justice centers, a 6% increase.
	FY 2006	1. 1266 events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars), a 5% increase. 2. 5579 officials, human rights monitors, and journalists trained in peace building/conflict resolution/mitigation skills, a 5% increase. 3. 164 USAID-sponsored justice centers, a 5% increase.
RESULTS	2005	1. 1206 USAID sponsored events in support of peace process. In Burundi, Senegal, Ethiopia, Guatemala, Uganda, Nigeria and Democratic Republic of Congo, support for peace processes facilitated the implementation of significant accords/political dialogues; in Burundi, Colombia, Liberia, and Sri Lanka, such support facilitated the reconciliation of former combatants; in DRC, Ethiopia, Somalia, and Uganda, such support facilitated grass-roots peace initiatives. 2. USAID sponsored 156 justice centers that provide legal aid, resolve outstanding legal cases, conduct educational programs, and bring together actors in the justice and civil society sectors at the community level.
	2004	Baselines: 1. Number and types of events in support of peace processes: 1,126 (peace conferences, dialogues, training course, workshops, seminars). 2. Number of officials and key decision-makers trained in peace building/conflict resolution/mitigation skills: 3,301 3. Number of people trained in conflict mitigation/resolution (disaggregated by country): 17,581 4. Number of USAID-sponsored justice centers (data forthcoming): 33 5. Number of people reached by conflict prevention/mitigation media campaigns: 7,295,860
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	A high-level, outcome measure of progress toward world peace that incorporates a balanced mix of coordinated outputs.
	Data Source	Aggregation of USAID mission responses worldwide.

Outcome Indicator

Indicator #3: Implementation of Sudan Peace Process

TARGETS	**FY 2007**	Continue implementation of the comprehensive peace agreement in accordance with the agreed upon schedule. Strengthening of internal Sudanese dialogue. Eighty percent of Internally Displaced Persons (IDPs) and refugees return home. Government of Sudan (GOS) military forces withdrawn from the south.
	FY 2006	Regional democratic elections are held, non-violent transitions to appropriate new government in Sudan or at a minimum, preparation activities toward a program of democratic election are put in place. Military reform continues with additional assistance provided to southern Army. Disarmament, Demobilization, and Reintegration (DDR) on both sides results in force reduction of 40 percent globally. Forty percent of refugees and IDPs return home. Darfur IDPs and refugees return home.
RESULTS	2005	The Comprehensive Peace Agreement was concluded in January 2005. The donors conference in April succeeded in obtaining pledges to support the Comprehensive Peace Agreement above request. The UN Mission in Sudan is deploying. Despite the untimely death of former Vice President John Garang in late July, the process continues to move forward under new leadership. Violence in Darfur and disruption of humanitarian assistance continue, despite some improvements. In spite of some difficulty, Darfur peace talks in Abuja continue.
	2004	Power and wealth sharing agreements signed. Comprehensive agreement being negotiated. Crisis in Darfur eclipses Government of Sudan - Sudan People's Liberation Movement (SPLM) peacemaking efforts. GOS not yet able to rein in Jinjaweed militia as humanitarian crisis worsens. African Union deploys ceasefire monitors with U.S. assistance.
	2003	Baseline: Both the GOS and the SPLM/Army began a peace process, resolving two of the most contentious issues: the role of religion and the right of self-determination. Nuba Mountains ceasefire agreement concluded, international monitoring operations begun, and humanitarian support provided. Civilian Protection Monitoring Team preparing to stand up. Zones of Tranquility and Slavery Commission work conducted.
	2002	N/A
DATA QUALITY	Indicator Validation	A peaceful Sudan with an inclusive government based on the rule of law could be a hedge against regional instability and an important partner in the global war on terrorism. Ending conflict will also alleviate one of the world's worst humanitarian situations and propel regional economic prospects.
	Data Source	Government of Sudan announcements. Embassy Khartoum reporting.

Outcome Indicator

Indicator #4: Regional Security in the Mano River Countries of Liberia, Guinea, and Sierra Leone

TARGETS	**FY 2007**	1. Liberia holds acceptable elections with nonviolent aftermath. 2. Security sector reform continues in Liberia with newly trained police and military units deployed. 3. The countries remain at peace, posting Gross Domestic Product (GDP) growth twice that of population growth and boosting their rankings in Freedom House's index. 4. Seventy-five percent or more of internally displaced persons (IDPs) and refugees return home. 5. International/regional forces downsize in Liberia.
	FY 2006	1. Liberia holds acceptable elections with nonviolent aftermath. 2. Security sector reform begins in Liberia in earnest with newly trained police and military units deployed. 3. The countries remain at peace, posting GDP growth twice that of population growth and boosting their rankings in Freedom House's index. 4. Fifty percent or more of internally displaced persons and refugees return home. 5. International/regional forces withdraw from Sierra Leone.
RESULTS	2005	Liberia's transitional government held elections in October 2005, and Sierra Leone continues post-conflict recovery. UN Mission in Sierra Leone (UNAMSIL) withdrew at the end of the year. Disarmament, demobilization and reintegration (DDR) and security sector reform activities have been incomplete and greatly delayed respectively.
	2004	The Liberian peace agreement held. UN forces were deployed throughout most of the country. IDPs and refugees returned home.
	2003	The International Contact Group on Liberia persuaded Liberia to talk directly with insurgents, but fighting continued to disrupt the country. UN sanctions did not contain Liberians from fighting and looting in Côte d'Ivoire, while elements in Côte d'Ivoire, Sierra Leone and Guinea continued to support Liberian insurgents. IDPs flooded Monrovia and more Liberian refugees streamed into Guinea and Sierra Leone. 259,000 refugees and 425,000 IDPs in the region.
	2002	UNAMSIL planned withdrawal of forces as training of RSLAF continues. 259,000 refugees and 425,000 IDPs in the region.
DATA QUALITY	Indicator Validation	Liberia, Guinea and Sierra Leone have been the site of war and other instability for at least the past 15 years, at untold humanitarian and economic cost to the countries and the region. Realizing a just peace will ensure that human resources and markets can better prosper and thereby decrease the region's potential as the site for potential terrorist or other illicit activities (including environmental degradation).
	Data Source	UN Mission in Sierra Leone reports. Freedom House.

I/P #5: Security Cooperation and Arms Control

A variety of arms control agreements exist in the area dealt with by the 55-nation Organization for Security and Cooperation in Europe (OSCE) that contribute to regional stability and reinforce U.S. influence in European security. Ensuring full implementation of these agreements promotes confidence, transparency, and predictability in this Eurasian area.

Output Indicator

Indicator #1: Status of Adapted Conventional Armed Forces in Europe Treaty

TARGETS	**FY 2007**	If Russia fully implements its Istanbul commitments, the ultimate target will be full and effective implementation of the Adapted Conventional Armed Forces (ACFE) Treaty. Major milestones would include: 1. Istanbul commitments fulfilled (ACFE Treaty cannot enter into force until this happens) 2. Ratification of ACFE Treaty 3. Entry Into Force of ACFE Treaty 4. Implementation 5. Accession *Note*: Given the need for 30 countries to complete the ratification and entry into force process, this could extend beyond 2007.
	FY 2006	Russia fulfills remaining Istanbul commitments, and the May 2006 Conventional Forces in Europe (CFE) Review Conference marks Russian progress. U.S. and NATO Allies agree that Russia has fulfilled all Istanbul commitments, allowing for U.S. ratification and, after all other CFE states ratify, entry into force of the Adapted CFE Treaty. If no progress achieved on Russian fulfillment of remaining Istanbul commitments, NATO Allies maintain solidarity on the position that the Adapted CFE Treaty will only be ratified when Russian's Istanbul commitments are fulfilled.
RESULTS	2005	On May 30, 2005, Russia and Georgia agreed on a timeline for Russia to withdraw from two of its bases in Georgia and identified an initial step toward resolving the status of the Russian presence at a third base. NATO allies agreed that while this constitutes important progress toward meeting the Istanbul commitments on Georgia, follow-up steps are needed. No progress to report this fiscal year regarding the Russian commitment to withdraw from Moldova.
	2004	Russia did not fulfill all Istanbul Commitments. Russia still needed to reach agreement with Georgia on remaining issues regarding the Gudauta base and its future use, and the duration of Russian presence in Batumi and Alkhalkalai. Russia also needed to complete the withdrawal of its forces from Moldova. The U.S. and NATO continued to press Russia to fulfill these commitments, but there has been no progress to report in FY 2004. Russia and the new Georgian Government had been meeting, but progress on a Russian withdrawal from remaining bases fell victim to broader Russian-Georgian problems.
	2003	1. Major progress was made in calendar year 2003 on withdrawal of Russian forces from Moldova; some 20,000 tons of Russian munitions stored in depots in the Transdnister region was withdrawn by the end of the year. 2. Russia did not meet the Organization for Security and Cooperation in Europe's extended December 31 deadline to withdraw forces from Moldova. 3. Progress on withdrawal of Russian bases from Georgia stalled for most of 2003, despite limited progress on technical issues. 4. Russian equipment levels in the CFE Flank region remained below Adapted CFE Treaty Flank Limits.
	2002	1. Russia fulfilled its Istanbul commitment on the flank issue, reduced its flank equipment to Adapted Treaty levels, and discharged its Istanbul commitments for CFE equipment in Georgia and Moldova. 2. Russia needs to reach agreement with Georgia on remaining issues regarding Gudauta base and its future use, and the duration of Russian presence in Batumi and Alkhalkalai. Russia also needs to complete the removal and destruction of munitions and small arms in Moldova. 3. Conditions for U.S. ratification of Adapted CFE Treaty were not met.

DATA QUALITY	Indicator Validation	The 1990 CFE Treaty has long been considered one of the cornerstones of European security. The 1999 Adapted CFE Treaty revised the CFE Treaty to meet the new security environment in post-Cold War Europe, while retaining the benefits of transparency, predictability, and U.S. force deployment flexibility. Entry into force of the Adapted CFE Treaty and its smooth implementation will contribute to a stable and secure Europe. A precondition for U.S. and NATO ratification of the Adapted Treaty, and thus its entry into force is Russian fulfillment of its Istanbul commitments relating to Russian withdrawal from Georgia and Moldova. The U.S. works closely with its NATO Allies in coordinating positions regarding CFE issues, reinforcing the U.S. role in European security.
	Data Source	OSCE, NATO, and U.S. Mission/Embassy reporting. OSCE and NATO statements. Statements by U.S., Russia, Georgia, Moldova, and other OSCE states.

Outcome Indicator

Indicator #2: Status of Chinese Cooperation on Regional Stability

TARGETS	**FY 2007**	Six-Party partners, including China, coordinate on energy/economic assistance to North Korea in return for an end to the Democratic People's Republic of Korea (DPRK) nuclear program.
	FY 2006	China continues to host and participates in Six-Party settlement of North Korea nuclear issue.
RESULTS	2005	China's active diplomacy continues to result in forward progress in Six-Party talks. China-ASEAN enhanced confidence-building measures on trade and maritime ties. China, Association of Southeast Asian Nations (ASEAN) and UN promoted Burma political opening.
	2004	China played a constructive role in, and hosted, the Six-Party talks with North Korea, and has continued to improve ties and play a constructive role in South Asia. China generally was supportive of U.S. Middle East policies and provided modest assistance with reconstruction in Afghanistan and Iraq.
	2003	China discussed its bilateral border disputes with South Asian officials. China played a crucial role in facilitating multilateral talks with North Korea on maintaining a nuclear weapons-free Korean peninsula.
	2002	China continued to urge Pakistan and India to avoid conflict and reduce tensions. There was a continuing impasse on Cross-Strait dialogue. China encouraged North Korean openness and multilateral dialogue to end its nuclear weapons program. China's public statements at APEC ministerial were helpful in maintaining a nuclear weapons-free Korean Peninsula.
DATA QUALITY	Indicator Validation	China is capable of playing a significant role in reducing tension in the region and this indicator measures China's influence on stability in the East Asia and the Pacific region.
	Data Source	Cable reports and memoranda of communications from U.S. overseas posts, intelligence reporting, regional allies (Japan, ROK, Australia, Thailand, and the Philippines), and Non-Governmental Organizations (NGOs) provide documentation and evidence of China's actions with regard to reducing regional tensions.

I/P #6: Implementation of the Road Map

Implement the President's vision for a permanent, peaceful, two-state solution of the Israeli-Palestinian problem, leading to a comprehensive peace on all tracks, including Israel and its neighbors.

Outcome Indicator

Indicator #1: Progress Towards Implementation of the Road Map, as Measured by an Independent, Democratic Palestinian State Alongside Israel in Peace and Security

TARGETS	**FY 2007**	Continued implementation of roadmap provisions. In Gaza, active public diplomacy and public affairs programming resumes with NGOs, professional associations, and academic institutions. Building on multilateral and bilateral contacts, Arab states and Israel increase contact to the level of semi-official ties (trade offices for some countries).
TARGETS	**FY 2006**	Both sides progress through provisions in Phase I of the roadmap, including, but not limited to, on the Government of Israel (GOI) side: 1. As comprehensive security performance moves forward, Israeli Defense Forces (IDF) withdraws progressively from areas occupied since September 28, 2000 and the two sides revert to pre-September 28, 2000 status quo; 2. Immediate dismantlement of settlement outposts erected since March 2001 and freezing of all settlement activity; and 3. Steps to improve the humanitarian situation. Quartet convenes international conference. With Quartet, U.S. establishes a roadmap monitoring mechanism, including appointment of U.S. coordinator. Israeli, Palestinian, and regional Arab nonofficial experts resume dialogue on political, security, arms control, and other regional issues.
RESULTS	2005	Israel's Government has concluded its withdrawal from Gaza, and the focus has now shifted to Palestinian efforts to establish order. Disengagement produced coordination on a number of levels between the two sides. The Palestinian Authority has begun to take steps to restructure and reform its security forces throughout the West Bank and Gaza, with the support of U.S. Security Coordinator General William Ward and assistance from the international community. Quartet Special Envoy James Wolfensohn continues work on his agenda of issues intended to restore the viability of the Palestinian economy. Restoration of pre-Intifada Arab links with Israel continues, as indicated by the return of the Egyptian and Jordanian ambassadors to Tel Aviv.
RESULTS	2004	Neither the Government of Israel nor the Palestinian Authority made efforts to begin meeting roadmap obligations or Aqaba Summit (June 2003) commitments. Sporadic terrorist attacks and Israeli countermeasures — including targeted killings, home demolitions, mobility restrictions and the construction of the West Bank security barrier — continued, further undermining trust. The Government of Israel focused on its unilateral disengagement plan, which aims to remove all Israeli settlers and most of its forces from the Gaza Strip and parts of the West Bank in 2005. The poverty rate in the West Bank and Gaza at the end of 2004, according to the World Bank, was 48%, exceeding the target. However, the World Bank also retroactively changed the 2002 poverty rate from the 60% that served as the original baseline to 51%; thus, little real progress was observed in this area from 2002 to 2004.
RESULTS	2003	Roadmap publicly released and used effectively as diplomatic tool to relaunch Israeli-Palestinian peace negotiations.
RESULTS	2002	Periodic, often large-scale, Palestinian terrorist attacks targeted at Israel, often followed by harsh preventive, retaliatory, or deterrent Israeli military actions. Significant civilian casualties on both sides.
DATA QUALITY	Indicator Validation	The indicator corresponds to the vision articulated by the President in his June 24, 2002 speech of two states, Israel and Palestine, existing side by side in peace and security, with goals geared to roadmap obligations. Progress is measured according to the degree to which an independent, democratic Palestinian state exists alongside Israel in peace and security.
DATA QUALITY	Data Source	Quartet announcements. Embassy and USAID Asia and the Near East (ANE) Bureau reporting.

I/P #7: Security Assistance Programs to Sub-Saharan Africa

Enhance ability of Africans to reduce conflict on the continent.

Output Indicator

Indicator #1: Percentage of U.S.-Trained African Units Deployed to Peace Support/Humanitarian Response Operations (PART)

TARGETS	**FY 2007**	Of all African units deployed in Peacekeeping Operations (PKO) globally, 75% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.
	FY 2006	Of all African units deployed in PKO globally, 67% will have significant staff and unit training experience under U.S. or U.S.-trained trainers.
RESULTS	2005	In 2005, 14 of 23 battalions (61%) had significant staff and unit training experience under U.S. or U.S.-trained trainers. Currently, there are approximately 23 African battalion or battalion equivalents deployed in African peacekeeping operations (UN or regional): 1. Rwanda (3 Total): 3 battalions deployed to the African Union Mission in Sudan. 2. Senegal (6 Total): 1 battalion deployed to the African Union Mission in Sudan; 2 battalions deployed to the United Nations Operation in Côte d'Ivoire; 2 battalions deployed to the United Nations Mission in the Democratic Republic of Congo; 1 battalion deployed to the United Nations Mission in Liberia. 3. Ghana (6 Total): 2 battalions deployed to the United Nations Mission in the Democratic Republic of Congo; 2 battalions deployed to the United Nations Operation in Côte d'Ivoire; 1 battalion deployed to the United Nations Mission in Sierra Leone; 1 battalion deployed to the United Nations Interim Force in Lebanon. 4. Ethiopia (4 Total): 3 battalions deployed in Liberia; 1 battalion deployed in Burundi. 5. Kenya (2 Total): 1 battalion deployed in Burundi; 1 deployed in Ethiopia-Eritrea. 6. Benin: 1 battalion deployed to the United Nations Operation in Côte d'Ivoire. 7. Mozambique: 1 battalion deployed in Burundi.
	2004	Of all African battalions (or their equivalent) deployed in PKO globally, approximately 65% had significant staff and unit training experience under U.S. or U.S.-trained trainers.
	2003	Seven (7) African contingents trained by the U.S. or U.S.-trained trainers engaged in peace support missions. An additional five contingents planned for Peace Support Operations (PSO) participation in Liberia and Burundi. Economic Community of West African States (ECOWAS) forces, with significant U.S. support and training, deployed to Liberia.
	2002	Five (5) U.S.-trained battalion-sized units successfully participating in peacekeeping or contingency operations.
DATA QUALITY	Indicator Validation	A U.S.-trained African unit or one trained by U.S.-trained trainers will perform better than one not provided such training or its equivalent. Also, African PKO requirements are expected to remain high and therefore improved African capability will lessen calls for the use of U.S. forces.
	Data Source	United Nations peacekeeping office. Bureau of African Affairs reports.

V. Illustrative Examples

Regional Stability	
Reconstruction and Stabilization	The Department of State has engaged with the international community to develop approaches to conflict prevention and coordinated international response to conflict and failing states. This has spurred similar initiatives with bilateral partners who have created their own internal management coordination mechanisms. Bilateral partners have consulted with us on early warning and prevention, integrated military-civilian planning, and civilian response capacity development. Engagement with the UN and regional multilateral organizations has focused on increasing support for a holistic approach to peace building and the development of joint planning and implementation efforts. In collaboration with G-8 partners, training and equipping troops world wide through the Global Peace Operations Initiative will play a key role in stabilizing countries emerging from conflict.
Bolivia	In March 2004, USAID launched its Bolivia program in response to the political crisis that resulted in violent protests and the forced resignation of President Gonzalo Sánchez de Lozada. The objective of the program is to reduce political tensions and support democratic processes in order to create space for democratic continuity. As of early May 2005, USAID has committed over $5.3 million to 175 grants and activities.
Haiti	USAID moved quickly to help restore essential services to Haiti following the uprising against Aristide. The first act was to get the electricity system operating again in Port-au-Prince. USAID health programs have grown to the point where 90% of the children in project zones are now fully immunized, and a program that furnishes anti-retroviral medication to HIV/AIDS victims has begun. In addition, a microfinance program has helped more than 90,000 microentrepreneurs expand their businesses. USAID is also sponsoring a major food assistance program for children and has supplied over $11 million in response to the devastating flood in Gonaives.
African Contingency Operations	The Department trains and equips selected African militaries to carry out peace support and humanitarian relief operations through the African Contingency Operations Training and Assistance program, a component of the Global Peace Operations Initiative. Its comprehensive approach encourages regional peace support operations for which African countries and security institutions take the primary responsibility for peacekeeping in the region. Greater regional stability created by an enhanced African peace support capacity serves U.S. interests in promoting African democracy and economic growth.
Burundi	USAID continued to provide funding in FY 2005 to program activities to address land-related conflict in Burundi. USAID supported a multi-ethnic roundtable discussion on the causes of land conflict and the impact that these conflicts have on stability, investment and sustainable use of resources. Future stages may include assistance on possible legal reform measures to address land access and tenure security, land conflict, dispute resolution, and most importantly, economic options to reduce dependence on land – an extremely scarce resource in Burundi.
Coalition Building and Maintenance	Our Iraq and Afghanistan coalition partners have been steadfast and courageous but face increasing sustainability challenges. The Department of State leads the Interagency USG Coalition engagement effort. Coalition management varies from strategic dialogue with our Coalition partners to providing financial support and facilitating acquisition of critical equipment that enable partner nations to deploy. Coalition management also involves facilitating protection forces for the UN that enable a larger presence of international community support. Together, these efforts are critical to maintaining the Coalitions and are manpower intensive. There are over 29 nations, plus NATO, with over 20,000 personnel in Iraq (in addition to the U.S.) and approximately 40 countries with over 12,000 troops in Afghanistan (in addition to the U.S.). Coalition issues are one of the pillars of the President's "National Strategy for Securing Iraq" (NSSI).

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
International Organization Affairs	1,590,144	1,642,887	1,707,395
European and Eurasian Affairs	49,798	49,569	48,115
Near Eastern Affairs	31,344	33,245	44,187
Intelligence and Research	19,708	20,530	21,302
Other Bureaus	175,784	102,168	106,556
Total State Appropriations	**$1,866,778**	**$1,848,399**	**$1,927,555**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	93,139	109,137	92,330
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	201,340	143,158	153,141
Independent Agencies	-	-	-
Department of State	-	-	-
Department of Treasury	-	-	
Conflict Response Fund	-	-	75,000
Millennium Challenge Account	-	-	
Title III - Military Assistance			
International Military Education & Training	68,901	65,417	66,245
Foreign Military Financing	4,180,458	4,047,978	4,139,637
Peacekeeping Operations	355,418	113,750	130,325
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	
International Financial Institutions	-	-	
International Organizations/Programs	595	-	
Total Foreign Operations	**$4,899,851**	**$4,479,440**	**$4,656,679**
Grand Total	**$6,766,629**	**$6,327,839**	**$6,584,234**

Strategic Goal 2: Counterterrorism

Prevent Attacks Against the United States, our Allies, and our Friends, and Strengthen Alliances and International Arrangements to Defeat Global Terrorism

I. Public Benefit

The tragic events of 9/11 demonstrated the gravity of the threat international terrorists pose to the United States and its citizens, at home and abroad. With a presence in some 60 countries, Al-Qaeda continues to be of great concern, although U.S. actions have significantly weakened the terrorist network. The Department is the lead on foreign policies and programs to combat global terrorism. The Global War on Terrorism remains the Department's top priority and is supported by important counterterrorism assistance from USAID. In every corner of the globe, the Secretary, the USAID Administrator, other senior officials, Ambassadors, and USAID mission directors have pressed their counterparts for expanded cooperation and intensified efforts against terrorists. This has included support for extending protection of the homeland beyond America's borders, through programs such as the Container Security Initiative, Immigration Security Initiative, Customs-Trade Partnership Against Terrorism, inspections of foreign ports, sharing of terrorist watchlist information and related efforts. Through effective bilateral and multilateral diplomacy, the U.S. leads a worldwide coalition that acts to suppress terrorism on all fronts: military, intelligence, law enforcement, public diplomacy and financial. In collaboration with our partners in other agencies, international organizations, and in other countries, the Department remains committed to combating terrorist networks wherever they exist, until the mission is accomplished and Americans are secure from such threats. To date, the Department has mobilized some 180 countries and territories in the war on terrorism to identify, disrupt and destroy international terrorist organizations. Over 3,000 terrorist suspects have been arrested, and over $138 million in terrorists' assets have been blocked by over forty foreign governments. In an effort to deny weapons to terrorists, more than 5,000 Man-Portable Air Defense Systems (MANPADS) have been destroyed. Key to the ability to mobilize effective action by our foreign partners is the provision of training to those who want to help but lack the means. Since 9/11, these programs, including anti-terrorist assistance, terrorist interdiction, anti-terrorist finance, and long-term USAID efforts to increase stability have significantly improved our partners' counterterrorism capabilities.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	906	892	899	8	0.9%
Funds[2]	$1,441,988	$823,991	$864,512	$40,521	4.9%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

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

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Counterterrorism	Active Anti-terrorist Coalitions	Anti-Terrorism Assistance	D&CP, NADR	S/CT, DS	N/A
		Terrorist Interdiction Program	NADR	S/CT	N/A
		Meeting International Standards	CIO, D&CP	S/CT, IO	UN
	Frozen Terrorist Financing	Combating Terrorist Financing	D&CP	EB, S/CT, INL, INR	Treasury, DOJ
	Prevention and Response to Terrorism	Frontline States in the Global War on Terrorism	D&CP, NADR	SA, S/CT	NSC, DoD, FBI, CIA, Treasury, DOJ
		Bioterrorism Response	ESF	OES	DHS, HHS, WHO
		Reduction and Security of MANPADS	D&CP, NADR	PM	NSC, OSD, DTRA, JCS, Intelligence Community
		Secure Regional Government Support for Anti-Terror Efforts	D&CP	S/CT, Regional Bureaus	N/A
	Diminished Terrorism Conditions	Diminish Potential Underlying Conditions of Terrorism	DA, ESF, TI	SA, ANE, S/CT, PPC/P, Regional Bureaus	NSC, DoD, Treasury, Justice, Nongovernmental Organizations, International Financial Institutions
		Build Civilian Capacity and Manage Conflict Response	D&CP	S/CRS DCHA/CMM, OFDA, PPC, OTI	INL, PRM, PM, DRL, IO, Regional Bureaus, USAID, DoD, Justice, Treasury, CIA

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
CT.01 COALITION PARTNERS IDENTIFY, DETER, APPREHEND AND PROSECUTE TERRORISTS.

I/P #1: Anti-Terrorism Assistance

Develop the capacity of priority Counterterrorism countries to combat terrorism.

Output Indicator

Indicator #1: Number of Participant Countries That Achieve and Sustain a Capability to Effectively Deter, Detect, and Counter Terrorist Organizations and Threats (PART)

TARGETS	**FY 2007**	Two new countries (8 total) ascended from basic through advanced training and have attained competence in countering terrorist activities and threats.
	FY 2006	Two new countries (6 total) ascended from basic through advanced training and have attained competence in countering terrorist activities and threats.
RESULTS	2005	Two new countries (4 total) ascended from basic through advanced training and have attained competence in countering terrorist activities and threats.
	2004	Two countries (Israel and South Africa) ascended from basic through advanced training and have attained competence in countering terrorist activities and threats.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Anti-Terrorism Assistance (ATA) not only provides quality training to priority counterterrorism countries but enables each country to achieve sustainment by providing them with the capability to incorporate anti-terrorism curriculum into their own training methods over a set course of time.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, after-action reports by the Bureau of Diplomatic Security/ATA program implementers and regional bureau area offices and individual country assessments.

I/P #2: Terrorist Interdiction Program		
Bolster the border security of countries at a high risk of terrorist transit.		
Output Indicator		
Indicator #1: Percentage of Highest Priority Countries Capable of Screening for Terrorists Through the Terrorist Interdiction Program (PART)		
TARGETS	**FY 2007**	73% (44 countries)
	FY 2006	50% (30 countries)
RESULTS	2005	37% (22 out of 60 countries)
	2004	33% (20 out of 60 countries)
	2003	20% (12 out of 60 countries)
	2002	Baseline: 5% (3 out of 60 countries)
DATA QUALITY	Indicator Validation	This indicator provides a key annual measurement of progress toward the program's long-term goal of establishing terrorist screening capabilities in all countries where terrorists who pose a threat to the United States exist or are likely to use as transit points.
	Data Source	Source of performance data is the joint program office of which the Department, through the Office of the Coordinator for Counterterrorism (S/CT), is an active member and participant. S/CT program personnel attend weekly planning and scheduling meetings during which progress on each country project is assessed, and decisions are made on action required to address any problems

Output Indicator

Indicator #2: Percentage of Travelers Screened by Foreign Governments with the Terrorist Interdiction Program's Watchlisting System (PART)

TARGETS	**FY 2007**	88%
	FY 2006	80%
RESULTS	2005	70-75% The number of installation sites that are screening all or nearly all travelers has steadily increased, thereby enabling the target to be attained despite technical difficulties with some country-unique systems that are impacting system usage there.
	2004	60% Unexpected lingering technical difficulties with some country-unique watchlisting systems had the effect of dragging down the overall average of traveler screening program-wide.
	2003	58%
	2002	45% (estimate)
DATA QUALITY	Indicator Validation	A key element of this program is maximizing the usage of the terrorist watch listing system to screen travelers passing through ports of entry at which it is installed. U.S. counterterrorism strategic objectives are not served if participating nations do not maximize their use of watchlisting. The watchlist envelops 60 countries.
	Data Source	Percentages were derived from informal feedback from U.S. personnel charged with program oversight in each country, as well as reporting from program personnel in the course of visits to perform system maintenance, software upgrades, or follow-on operator training.

I/P #3: Meeting International Standards

Encourage countries to become parties to the twelve International Counterterrorism Conventions and Protocols, and to meet their obligations under U.N. Security Council Resolution 1373. Support signing of the Nuclear Terrorism Convention and adoption and signing of Comprehensive Terrorism Convention.

Output Indicator

Indicator #1: Compliance with United Nations Security Council Resolution 1373

TARGETS	**FY 2007**	1. Clear criteria developed by the UN Counter-Terrorism Committee (CTC) for judging compliance by states with their obligations under United Nations Security Council Resolution (UNSCR) 1373. 2. CTC assesses whether States have met their basic obligations under UNSCR 1373 to enact legislation covering all aspects of UNSCR 1373 and have established the necessary executive and administrative machinery to enforce the new legislation. 3. Counter-Terrorism Executive Directorate (CTED) acts as informal clearinghouse for technical assistance assessments and missions. 4. CTC continues to urge all States to become parties to the 13 international conventions and protocols relating to terrorism, with a view to having all States become parties to all 13 treaties by the end of 2008. 5. CTC verifies that States and international organizations regularly exchange information on known and suspected terrorists, and that international police and judicial cooperation prevents most attempts at cross-border terrorist activity.
	FY 2006	1. The CTC develops best practices in all areas related to UNSCR 1373 implementation. 2. CTC uses these best practices to develop standards for measuring Member State compliance with UNSCR 1373. 3. Regular CTC field missions conducted to ensure compliance and facilitate technical assistance to "willing-but-unable" countries. 4. CTC identifies those "unwilling" countries. 5. Tangible sanctions developed to be applied by the UN Security Council to recalcitrant countries that decline to meet obligations under UNSCR 1373 even with technical assistance.
RESULTS	2005	169 of 191 UN members have submitted follow-up reports as requested by the CTC. Although enhancements to the CTC staff of the Counter-Terrorism Executive Directorate (CTED) were authorized in March 2004, they did not become fully operational until September 2005. Since the 2005 target was largely predicated on increased CTC staff capacity, the CTC has not achieved as much as expected. It did, however, stage one international conference for international, regional, and sub-regional organizations to exchange counterterrorism standards and best practices (in Almaty in January 2005), has conducted four field missions (to Morocco, Albania, Kenya and Thailand) and has planned two more field missions to be completed before the end of the calendar year.
	2004	Total of five hundred and seven reports received from UN member states, including one hundred and ninety-one initial reports, one hundred and sixty second reports, on hundred and sixteen third reports, and forty fourth reports. Seventy-one states were delinquent in submission of a follow-up report requested by the CTC.
	2003	191 reports received from UN member states.
	2002	Baseline: 174
DATA QUALITY	Indicator Validation	Repeated reporting by countries indicates progress in meeting UN Security Council requirements.
	Data Source	UN CTC reports and reporting from U.S. Embassies. UN CTC reports are available on the Committee website.

Annual Performance Goal #2
CT.02 U.S. AND FOREIGN GOVERNMENTS ACTIVELY COMBAT TERRORIST FINANCING.

I/P #4: Combating Terrorist Financing

Combat terrorist financing by designating terrorists, terrorist organizations and supporters of terrorism under the Immigration and Nationality Act, Executive Order 13224, and other relevant legal instruments. Submit Al Qaeda-related individuals and entities to the UN 1267 Committee and encourage other Member States to do so as well.

Output Indicator

Indicator #1: Yearly Number of Names Designated Under Executive Order 13224 for Terrorist Asset Freezing

TARGETS	**FY 2007**	Designation of additional terrorist-related individuals and entities as appropriate.
	FY 2006	Designation of additional terrorist-related individuals and entities as appropriate.
RESULTS	2005	Thirty-three individuals or entities were newly designated under E.O. 13224 or had their existing designations amended.
	2004	Seventy-three terrorist-related individuals and entities were added to the E.O. 13224 list.
	2003	Eighty additional terrorist-related individuals and entities were named.
	2002	Eighty-nine names were designated.
DATA QUALITY	Indicator Validation	Public designations of global terrorists freeze the designated organizations' and individuals' assets that fund operations; stigmatize and isolate designated terrorists and their organizations internationally; provide the basis for prosecutions of supporters in the U.S.; and deter donations or contributions to and economic transactions with named organizations and terrorist individuals.
	Data Source	Data derived from U.S. Government 13224 designation process. Complete designations can be found on the Office of Foreign Asset Control website.

Output Indicator

Indicator #2: Financial Action Task Force Evaluations

TARGETS	**FY 2007**	Continue with Financial Action Task Force (FATF) members being evaluated against the Nine Special Recommendations. See that FATF's International Cooperation initiative is institutionalized.
	FY 2006	Twelve FATF members evaluated against the Nine Special Recommendations. Evaluate four non-FATF members against the Nine Special Recommendations. Complete studies on cash couriers, non-governmental organizations and alternative remittance systems. New FATF-style regional bodies in the Middle East, Africa and Eurasia begin conducting mutual evaluations on the revised FATF 40 and the Nine Special Recommendations. Ensure that the FATF's new international cooperation initiative results in meaningful improvement of selected countries counterterrorist financing regimes without jeopardizing overall counterterrorism cooperation.
RESULTS	2005	On target for establishment of new FATF Special Recommendations; slightly below target on evaluations of FATF members since new recommendations had been added to the evaluation process.
	2004	On target for incorporation of FATF recommendations. Armed conflicts and domestic legislative resistance, in some cases, delayed FATF training in several designated countries.
	2003	The U.S. government (USG) conducted in-country assessments of 6 of the 19 priority countries most heavily involved in funding Al Qaeda and conducted a tabletop assessment of 1 priority country. The USG provided technical assistance to 15 of the 19 priority countries, with 3 of these countries receiving technical assistance in at least 3 of the 5 functional areas.
	2002	USG assessed institutional/legal deficiencies on nine of the nineteen priority countries most heavily involved in funding Al Qaeda. The USG provided technical assistance to two of these countries.
DATA QUALITY	Indicator Validation	Completed evaluations increase capabilities of FATF members to effectively detect, deter and seize financial accounts and records associated with terrorist activities and organizations; thus, U.S. interests at home and abroad are safer from the threat of terrorism. We do not like to measure the success of the program in amount frozen or blocked or seized, because the more sophisticated nations become in their anti-money laundering regimes, the less likely terrorists are to use their systems to raise and transfer funds. We therefore measure success according to the training we have provided and the new measures instituted by the recipient country (e.g., the enactment of a new law, the establishment of a financial intelligence unit, etc.).
	Data Source	Financial Action Task Force evaluations.

Annual Performance Goal #3
CT.03 COORDINATED INTERNATIONAL PREVENTION AND RESPONSE TO TERRORISM, INCLUDING BIOTERRORISM.

I/P #5: Frontline States in the Global War on Terrorism

Terrorist organizations are eliminated and terrorism is prevented in frontline states.

Outcome Indicator

Indicator #1: Capacity of the Afghan National Army to Defend the Credibly Elected Afghan Government and Its Territory

TARGETS	**FY 2007**	1. Central Corps units capable of sustaining internal stability; continued fielding of regional corps with at least two brigades at each regional corps; the Presidential Airlift Capability of the Afghan National Army (ANA) air corps has initial operating capability in 2007. 2. Increased professionalism of police and border forces through training regimes. 3. Five additional battalions graduate training, bringing total battalions to 50, with over 35,000 ANA assigned. 13 Brigades complete and fielded at the end of FY07.
TARGETS	**FY 2006**	1. ANA units conduct routine operational deployments throughout Afghanistan as needed; continued fielding of regional corps with at least one brigade at each location. 2. Ministry of Defense and General Staff assumes, with limited international community support, policy, planning, budget and operational responsibilities. 3. Afghan National Police, Highway Patrol and Border Police are increasingly capable of enforcing law and securing transportation routes and borders. All Border Police brigades have undergone training and been provided with individual and basic unit equipment. 4. Five additional battalions graduate training, bringing total battalions to 45, with over 30,000 ANA assigned. Initiate infrastructure builds for three additional brigade sites at Regional Commands.
RESULTS	2005	1. ANA influence fully established in Kabul and throughout the country. 2. Forty (25 combat, 15 support / logistics) battalions are operational and approximately three and a half kandaks are trained. 3. Force strength is over 26,000. 4. More than 62,000 militia were disarmed and demobilized, ending the formal disarmament and demobilization process in June 2005. The reintegration phase is scheduled for completion in 2006. 5. Ministry of Defense and General Staff are engaged in policy, planning and budget operations. 6. Central Corps units being deployed on an as-needed basis to the provinces, with some units operating alongside U.S. forces in counterinsurgency operations in the South and East. 7. Four ANA regional centers are operational.
RESULTS	2004	1. Coalition training of ANA continued successfully and on target. Phase I of ANA training was completed. The ANA Central Corps stood at over 100% strength at end of FY 2004 and core facilities were complete. 2. Fielded equipment for the ANA, although infrastructure cost increases reduced equipment buys. 3. Ministry of Defense reform occurred on track. A reformed Ministry of Defense and General Staff was functioning with new multi-ethnic tier I and II leadership; Tier III staff had been selected and was being trained. 4. Deployment of ANA was successful. Eight battalions (kandaks) were deployed in 15 provinces for Operation Enduring Freedom and internal stability operations, contributing to OEF operations to quell factional fighting in the north and west, and quell insurgents in the south and east.

	2003	1. The coalition continued to train ANA battalions, graduating the 11th Battalion on 1 October. Afghan non-commissioned officers are gradually taking over aspects of the training. Two brigades were activated in March, and these units, augmented by the addition of a third brigade, were organized as the Central Corps on 1 September. Elements of the ANA began operations in February, and in July six companies, numbering approximately 1000 soldiers, participated in the ANA's first major operation (Operation Warrior Sweep) in southeastern Afghanistan. By October, ANA strength reached approximately 6,000 men in 11 battalions. 2. The ANA continues to face challenges in recruiting, desertions, and maintaining a balance among the competing ethnic groups. Warlord support remains questionable, although militias are gradually turning in their weapons to the central government.
	2002	1. U.S.-led Operation Enduring Freedom drove the Taliban from power and began to destroy the country's terrorist networks. 2. The Bonn agreement requested international assistance to build an Afghan National Army to achieve internal security, extend the central government's authority and prevent the regrouping of Taliban, Al Qaeda or other potential terrorist organizations or operations. 3. Initial planning to create the ANA began in December 2001 followed by a February 2002 assessment; U.S. Special Forces soldiers began training in early May 2002. 4. Three kanaks (battalions) completed basic training at the Kabul Military Training Center and one began training. However, none were fully equipped nor completed the full training due to lack of weapons, munitions and demined training sites. Other challenges included lack of warlord support, recruiting difficulties, and insufficient funding. No Border Guard battalions were trained. 5. France, UK and Romania made the only international pledges and donations of cash, training and military equipment.
DATA QUALITY	Indicator Validation	The training and deployment of, and expansion of influence by, the Afghan National Army indicates progress towards establishing sustainable security in Afghanistan, without which the Global War on Terror will not succeed.
	Data Source	Embassy reporting, intelligence/law enforcement reporting, Department of Defense Combatant Command after-action reports and country assessments.

I/P #6: Bioterrorism Response		
Strengthen international coordination and collaboration to defend against bioterrorism through enhanced international, multilateral, and bilateral engagement.		
Output Indicator		
Indicator #1: Strengthen International Cooperation to Prevent or Respond to Bioterrorism and Agroterrorism by Developing and Expanding Multilateral and Bilateral Engagement.		
TARGETS	**FY 2007**	G-8 Bioterrorism Experts Group (BTEX) establishes 2007 workplan, expanding G-8 efforts to defend against bioterrorism. Bilateral bioterrorism-related collaboration with Russia and India expands. Development of new bilateral and multilateral bioterrorism-related initiatives with key countries and multilateral entities.
	FY 2006	G-8 BTEX organizes G-8 forensic epidemiology program, develops plan for G-8 decontamination programming, and moves ahead with other components of BTEX 2006 workplan. U.S.-Swiss co-hosted bioterrorism tabletop exercise for heads of international organizations. Bioterrorism meeting as part of U.S.-Russia Counterterrorism Working Group (CTWG). Bioterrorism-related workshops as part of U.S.-India counterterrorism collaboration. APEC approves U.S.-proposed bioterrorism initiative to protect the food supply from deliberate terrorist contamination. GHSAG conducts laboratory workshops and mass-casualty planning.
RESULTS	2005	In December 2004, Global Health Security Action Group (GHSAG) Ministers recognized the importance of capacity building, including training, for national and international preparedness and response to deliberate or accidental release of infectious agents and agreed that France and Germany would lead a process of collaboration with WHO to identify approaches for enhancing capacity in developing countries.
	2004	GHSAG conducted and reported on the GLOBAL MERCURY smallpox exercise in late 2003. In the summer of 2004, GHSAG sponsored international "wet-lab" workshop in which scientists from government labs and the non-governmental scientific community participated.
	2003	GHSAG clarifies its mission and membership. GHSAG forms technical working groups on key issues such as risk management, containment/isolation, pandemic influenza, and support for a WHO smallpox vaccine reserve. GHSAG develops a formalized network of laboratories to enhance cooperation and collaboration.
	2002	Baseline: The U.S., Canada, France, Germany, Italy, Japan, Mexico, and the United Kingdom form GHSAG for cooperative, international efforts to counter bioterrorism.
DATA QUALITY	Indicator Validation	Reports from U.S. G-8 BTEX, APEC, and bilateral participation and engagement will provide direct evidence of enhanced international cooperation to prevent or respond to bioterrorism and agroterrorism.
	Data Source	GHSAG Secretariat supplemented by embassy and the Department's Bureau of Oceans and International Environmental and Scientific Affairs, and Office of International Health Affairs reporting.

I/P #7: Reduction and Security of MANPADS

Reduce the number of excess, loosely secured and obsolete Man Portable Air Defense Systems (MANPADS) worldwide through destruction, security, and production reduction efforts.

Output Indicator

Indicator #1: Number of Foreign Man Portable Air Defense Systems (MANPADS) Reduced Annually

TARGETS	**FY 2007**	7,000
	FY 2006	7,000
RESULTS	2005	In addition to the 4,400 MANPADS already destroyed this fiscal year, solid commitments have been obtained for the destruction of approximately 6,000 more, of which we expect to destroy enough in FY 2005 to reach the target of 7,000.
	2004	Over 4,400 (target was 2,000).
	2003	No baseline was established for 2003. However, approximately 4,500 MANPADS were destroyed in FY 2003.
	2002	N/A
DATA QUALITY	Indicator Validation	Amount of MANPADS destroyed is an easily quantifiable measure. There cannot be a 100% correlation between the numbers of MANPADS destroyed and a decrease in the threat of attacks on civilian and military aircraft. However, it is recognized that the availability of MANPADS through illicit trafficking, loosely secured stocks and the black market can serve as sources for possible attacks on aviation. It is considered extremely prudent to limit the number and availability of MANPADS held across the world by offering reduction efforts aimed at limiting the scale and scope of the MANPADS problem.
	Data Source	Bureau of Political-Military Affairs compiles reports from project managers, contractors and embassy personnel, including State Department and Defense Attaches.

I/P #8: Secure Regional Government Support for Anti-Terror Efforts

Terrorism originating in the Middle East and North Africa continues to threaten the security of the United States and its allies both within and outside of the region. The Bureau of Near Eastern Affairs (NEA) and its missions assign a top priority to working with regional governments to deter, disrupt, and defeat terrorist networks and their financial supporters.

Output Indicator

Indicator #1: Number of Near Eastern Countries Party to International Conventions and Protocols on Terrorism

TARGETS	**FY 2007**	Ten countries party to ten or more of the twelve international conventions and protocols relating to terrorism. Four countries party to all twelve of the international conventions and protocols relating to terrorism.
	FY 2006	Nine countries party to ten or more of the twelve international conventions and protocols relating to terrorism. Four countries party to all twelve of the international conventions and protocols relating to terrorism.
RESULTS	2005	Seven countries are party to 10 or more of twelve international counterterrorism conventions. Two (Tunisia and Libya) are party to all twelve.
	2004	Seven countries (Algeria, Lebanon, Libya, Morocco, Oman, Tunisia and Kuwait) are party to 10 or more of twelve international counterterrorism conventions. Two (Tunisia and Libya) are party to all twelve.
	2003	Four countries party to ten or more of the twelve international conventions and protocols relating to terrorism. One country party to all twelve of the international conventions and protocols relating to terrorism.
	2002	Three countries party to ten or more of the twelve international conventions and protocols relating to terrorism. No countries party to all twelve of the international conventions and protocols relating to terrorism.
DATA QUALITY	Indicator Validation	Greater cooperation with international terrorism conventions and protocols represents a greater willingness of countries in the region to cooperate with the international community in taking concrete and substantial actions against terror organizations.
	Data Source	Bureau of Near Eastern Affairs (NEA) bureau reporting.

Annual Performance Goal #4
CT.04 STABLE POLITICAL AND ECONOMIC CONDITIONS THAT PREVENT TERRORISM FROM FLOURISHING IN FRAGILE OR FAILING STATES.

I/P #9: Diminish Potential Underlying Conditions of Terrorism

Ensure that both public and private institutions are developed and strengthened to be able to prevent the reoccurrence of terrorist infiltration.

Output Indicator

Indicator #1: Moderate Government Strength in Afghanistan

TARGETS	FY 2007	1. Provincial councils in all provinces are trained and functioning. 2. Parliament adopts responsible budgets and exercises oversight of government operations. 3. Rehabbing/new construction of judicial and/or local government facilities expanded. 4. Sub-national government improved service delivery.
	FY 2006	1. 3 additional judicial facilities constructed/rehabilitated. 2. Provincial councils and other sub-national government structures have defined their roles and authorities vis-a-vis the national government. 3. A committee system and administrative procedures are established within parliament to improve legislative oversight and better manage legislative-executive relationships.
RESULTS	2005	1. 1.69 million new voters registered for upcoming parliamentary elections, USAID trained voters, and more than 5,000 candidates in campaign and platform development skills as well as established a framework and training staff for pending parliament officials. 2. USAID constructed 27 judicial facilities across 12 provinces; trained more than 579 judges, more than half the Afghan judiciary, in a series of formal training programs; and codified, compiled, printed and disseminated 1,000 copies of Afghanistan's basic laws in Dari and Pashto in all 34 provinces for the first time ever. 3. The structures of sub-national and provincial governments were established with USAID technical assistance. 4. Provincial councils met for the first time in 33 of Afghanistan's 34 provinces. 5. 8 provincial governments administration building in 5 provinces were constructed or repaired.
	2004	1. USAID provided critical assistance for December's Loya Jirga, which led to ratification of the constitution; supported for the September 2004 elections. 2. Seven judicial facilities built/rehabilitated. 3. 443 judicial experts trained. 4. 10.5 million people registered to vote; approximately 95 percent of eligible voters registered to vote, although it is difficult to know exact percentage because there are no reliable demographic figures for Afghanistan. Ninety-five percent of districts with local governance established.
	2003	Constitution drafted and initial review started.
	2002	N/A
DATA QUALITY	Indicator Validation	The establishment of a stable and moderate government is critical to eliminating safe havens for terrorists.
	Data Source	USAID field reports and assessments. U.S. Embassy in Afghanistan.

Output Indicator

Indicator #2: Progress of Rural Economic Opportunity Expansion in Afghanistan

TARGETS	**FY 2007**	1. Production of high value agricultural commodities increased through continued construction of rural infrastructure and introduction of appropriate agricultural technologies. 2. Commercial exports of high value crops expanded to 20% from FY 2006 base; formal rural credit institutions available in additional provinces, increasing the number of loans disbursed. 3. USAID Alternative Livelihoods program continues to target key poppy producing provinces to provide cash for work for individuals foregoing poppy cultivation and promote sustainable regional development.
	FY 2006	1. Production of high value horticulture crops increased and the export of such crops initiated. 2. Implementation of GoA's agriculture strategy begins through USAID technical assistance to the Ministry of Agriculture. 3. USAID Alternative Livelihoods program targets seven key poppy producing provinces to provide cash for work for individuals foregoing poppy cultivation and promote sustainable regional development.
RESULTS	2005	Noncumulative results (FY 2005 only): 1. 28,118 (cumulative) loans disbursed to farmers. 2. 815,769 (cumulative) farmer trained by extension. 3. $10 million (cumulative) paid in salaries for Alternative Livelihood Programs for counter-narcotics effort. 4. 375 km (cumulative) farm to market roads paved. 5. 341,624 ha (cumulative) have received improved irrigation.
	2004	1. 567,806 (cumulative) farmers served by extension through USAID assistance. 2. 310,500 (cumulative) hectares received improved irrigation through USAID assistance. 3. 8,400 (cumulative) microfinance loans disbursed totaling $1.26 million.
	2003	1. 100,000 (cum.) farmers served by extension through USAID assistance. 2. 8,000 irrigation/ water works projects completed.
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures USAID's efforts to create jobs and support to strengthen overall rural growth programs throughout the country. This will help support stability and security.
	Data Source	USAID field reports and assessments.

Output Indicator

Indicator #3: Extent of Expanded Economic Opportunity in Iraq		
TARGETS	FY 2007	1. WTO accession more than 50% completed. 2. Market-based agricultural sector in place; tens of thousands of new jobs created. 3. Develop public-private partnerships. 4. Expand commercial agriculture.
	FY 2006	1. Create thousands of new jobs through micro, small and medium enterprise development. 2. Improve social safety net structures. 3. Food & fuel subsidy reforms. 4. Banking sector reform initiated. 5. Automated business registration system established. 6. Iraqi privatization transaction underway.
RESULTS	2005	1. Business registration process streamlined: 31,000+ business registered. 2. Formal training: 5274 participants in 225 training programs completed. 3. Reconstructed 42 veterinary clinics responsible for servicing 2.8 million animals and breeders. 4. Rehabilitated irrigation canal infrastructure and irrigation canals reaching 321,000 acres and 445,000 rural residents (130,000 ha). 5. 16,134 jobs (temporary and permanent were created in the agricultural sector.
	2004	1. Developed 10 laws and/or regulations relating to private sector development. 2. Implemented financial management information system at Ministry of Finance; implementation in progress at six other Ministries.
	2003	With Ministry of Finance, introduced new Iraqi national currency, the Dinar.
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures efforts to create jobs and support trade, investment and enterprise growth throughout the country, which will help support stability and security.
	Data Source	USAID missions; USAID/Washington reports; the USAID Iraq Fact Sheet

I/P #10: Build Civilian Capacity and Manage Conflict Response

The Department is institutionalizing an operational capacity within the U.S. Government to respond rapidly to the challenges of failing, failed, and post-conflict states. The Department will create standing interagency mechanisms and surge capacities in order to ensure capacity for rapid deployment of sufficient staff and resources to implement plans.

Output Indicator

Indicator #1: Capacity and Response Time of Active Response and Standby Corps for Reconstruction and Stabilization Programs

TARGETS	**FY 2007**	Active Response Corps (ARC) will have 30 individuals by the end of the year. 100% will have taken at least one training course. Civilian reserves initiated.
	FY 2006	ARC will have 15 members in FY 2006, all of whom will have completed basic training requirements, received S/CRS orientation course, and participated in first basic ARC training course. Begin deployment of ARC members as backstop personnel for headquarters (CRSG), to Regional Combatant Commands (HRST teams), and on field teams (Advanced Civilian Teams). Standby Corps recruited, vetted and placed on rosters. Civilian Reserves proposal developed.
RESULTS	2005	Options analysis completed on how Active Response Corps would be used in training, military exercises, and emergencies. Training program conceptualized. Roster of eligible individuals under development.
	2004	Baseline: Concept of civilian response mechanisms discussed in creation of the Office of the Coordinator for Reconstruction and Stabilization and in discussions with Congress on overall USG needs.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Those who have studied the topic of reconstruction and stabilization agree that having a civilian standby surge capacity that is trained and prepared to deploy is vital to success in post-conflict operations. Progress on development and deployment of the ARC and SCR is therefore an appropriate means of measuring USG capacity to provide for future diplomatic personnel needs in such crisis situations.
	Data Source	Training database at the Office of the Special Coordinator for Reconstruction and Stabilization.

V. Illustrative Examples

Counterterrorism	
Terrorist Interdiction Program	In some countries, the Terrorist Interdiction Program has served as the cornerstone of the U.S. mission's counterterrorism relationship with the host government and, as a result, has fostered increased counterterrorism cooperation and action on the part of that government. The program provides host country immigration authorities – front line defenders against terrorism – with a computer database system that enables identification of suspected terrorists attempting to transit air, land or sea ports of entry. For example, in 2005, three July 7 U.K. bombers, all from Northern England area of Leeds, were located by this database in Pakistan as a result of their entry into that country. The terrorist watch listing capability was established in Iraq. Iraqi officials using the program captured the leaders of an insurgent group operating in Iraq.
Strengthening Counterterrorism Partnerships	Terrorism and crime are fights that cannot be won by any one entity and the Department is committed to working with its partners in the national and international law enforcement community such as the Department of Homeland Security. This relationship was further solidified through a series of initiatives, such as Global Pursuit, involvement in terrorist and criminal task forces, and the new airport dignitary escort program. The Department of State is an active partner in the National Counterterrorism Center and continues to monitor and analyze information obtained through their reporting channels. However, this partnership is also maintained at the field level with 19 agents assigned to field and resident agent offices participating in the FBI's Joint Terrorism Task Force throughout the country. The interagency Human Smuggling and Trafficking Center (HSTC) has been stood up and is supporting the U.S. Government's efforts against criminal smuggling networks and document providers who facilitate terrorist travel. The HSTC is helping to draft the National Strategy To Combat Terrorist Travel. Other liaison positions with the CIA, FBI, and regional military commands act as a force multiplier for the Department. Due to these and other partnerships, the Department successfully defended the U.S. Consulate in Jeddah, Saudi Arabia, against terrorist attack; facilitated the arrest of numerous visa and passport fraud cases to enhance homeland security; and rescued an American kidnapped in Pakistan.
Combating Bioterrorism	Under the U.S. G-8 Presidency, the U.S. created the G-8 Bioterrorism Experts Group to foster greater G-8 cooperation and collaboration on increasing international biosurveillance, improving protections for the global food supply system, and enhancing emergency response and mitigation capabilities. In one year of activities, G-8 partners have been sharing emergency response plans and forensic epidemiology strategies, and the U.S. hosted a G-8 bioterrorism workshop to examine effective food defense risk assessment strategies. With consistent U.S. pressure and support – along with partner nations in the Global Health Security Action Group, the World Health Organization (WHO) has established a Global Smallpox Vaccine Reserve to facilitate greater international access to vaccines in case of a deliberate release of smallpox anywhere in the world. The U.S. has already committed to providing 20 million doses of vaccine for the WHO reserve, stored in the U.S. stockpile.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
European and Eurasian Affairs	61,574	61,261	59,514
Near Eastern Affairs	25,594	27,278	36,298
African Affairs	25,636	27,164	30,084
Western Hemisphere Affairs	24,221	25,213	25,090
Other Bureaus	145,957	54,414	55,878
Total State Appropriations	**$282,982**	**$195,330**	**$206,864**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	38,603	24,767	17,191
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	57,813	47,474	54,196
Independent Agencies	-	-	-
Department of State	155,980	144,788	166,080
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education & Training	9,957	10,043	12,118
Foreign Military Financing	758,313	358,252	356,588
Peacekeeping Operations	137,250	42,000	50,125
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	1,091	1,337	1,350
Total Foreign Operations	**$1,159,006**	**$628,661**	**$657,648**
Grand Total	**$1,441,988**	**$823,991**	**$864,512**

Strategic Goal 3: Homeland Security

Secure the Homeland by Strengthening Arrangements that Govern the Flows of People, Goods, and Services Between the United States and the Rest of the World

I. Public Benefit

The Department is committed to protecting America's homeland. The tragic events of 9/11 proved how susceptible the United States and its allies could be to those who would do us harm. The Department, together with our colleagues at the Department of Homeland Security (DHS) and other U.S. Government agencies, is addressing U.S. vulnerabilities to terrorist attacks and other transnational threats.

In early 2006, Secretary Rice and Secretary of Homeland Security Michael Chertoff announced their joint vision for Secure Borders, Open Doors in the Information Age. Since 9/11, State and DHS have implemented myriad changes to improve border security for the protection of the homeland, while still welcoming the many legitimate visitors that greatly contribute to America's social and economic well-being. Secretaries Rice and Chertoff have been working together to ensure these changes strike the most effective balance between stronger security and facilitating travel and exchange. Their shared vision includes renewing America's welcome to visitors with improved technology and efficiency at ports of entry and in visa processing; more secure travel documents for the 21st century; and smarter screening technology for government officials to use at home and abroad.

The Department seeks to strengthen the visa adjudication process as a tool to identify potential terrorists and others who should not receive visas and prevent those people from entering the United States. Along with our international allies, we are bolstering U.S. physical and cyber borders and the security of global networks of commerce, travel, and communications vital to the free flow of bona fide travelers and goods. With these programs, the Department is combating the ability of terrorists to travel, plan and finance their activities, conduct attacks and train new recruits.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	568	559	564	5	0.9%
Funds[2]	$261,517	$168,241	$164,153	$(4,088)	-2.4%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Homeland Security strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Homeland Security	Proper Visa Adjudication	Visa and Consular Services/Border Security	D&CP	CA	DHS, DOJ, DOL, FBI, CIA, NARA, DoD, SSA
	Border Agreements	Border Initiatives to Protect the Homeland	D&CP	WHA	DHS, DOJ, FBI
	Infrastructure Network Protection	Critical Infrastructure Protection	D&CP, CIO	EB, PM, DCHA	DHS, DOJ, DOC, DoD, DOE, APEC, OAS, OECD, G-8, UNGA

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
HS.01 DENIAL OF VISAS TO FOREIGN CITIZENS WHO WOULD ABUSE OR THREATEN THE US, WHILE FACILITATING ENTRY OF LEGITIMATE APPLICANTS.

I/P #1: Visa and Consular Services/Border Security		
Improve ability to process visas and other services while maintaining the ability to detect when it is appropriate to deny a visa.		
Output Indicator		
Indicator #1: Deployment of a Biometrics Collection Program for U.S. Visas (PART)		
TARGETS	**FY 2007**	Complete 10 fingerprint pilot testing and procurement of 10-print scanners. Deploy 10-print collection capability to all visa issuing posts worldwide.
	FY 2006	Facial recognition checks for both fraud management and security purposes will be made more effective by expanding the number of entries in the photo watchlist and by technological and program improvements. Effectiveness is measured by an increase in the number of malafide applicants identified through the program and by a reduction in the number of false positives.
RESULTS	2005	All visa-issuing posts continued to collect fingerprints under the Biometric Visa Program and cleared fingerprints of over 8.1 million visa applicants against the DHS IDENT (Automated Biometric Identification System) fingerprint system, with over 11,000 matches on the IDENT watchlist, resulting in visa refusals in almost all cases.
	2004	Implementation of biometric collection program at all posts completed October 7, 2004, ahead of the statutory October 26, 2004 deadline.
	2003	1. Developed recommendations on biometric standards for visas. 2. Used facial recognition technology to disqualify over 20,000 from the annual Diversity Visa lottery for filing duplicate entries. To evaluate facial recognition full potential for combating visa and passport fraud, launched a facial recognition pilot for nonimmigrant visas (NIV). Began worldwide deployment of biometric NIV software, with Brussels as the first pilot post, going live with fingerprint collection on September 22, 2003. Fingerprint capture equipment and new software for NIV production was also deployed at Frankfurt, Guatemala City, and San Salvador. 3. Began worldwide deployment of biometric NIV software, with four posts going live with fingerprint collection in September 2003.
	2002	1. Biometric Border Crossing Card (BCC) program continued. 2. Production of BCCs at U.S. Embassy in Mexico supplemented BCC production by INS in periods of great demand. 3. Use of facial recognition (FR) technology expanded.
DATA QUALITY	Indicator Validation	Testing of the systems to determine whether they work as intended and successful use of the systems to capture and share biometric data and produce visas incorporating the agreed upon technology standards will indicate whether the program has been a success.
	Data Source	Bureau of Consular Affairs workload statistics and management reports.

Annual Performance Goal #2
HS.02 IMPLEMENTED INTERNATIONAL AGREEMENTS STOP THE ENTRY OF GOODS THAT COULD HARM THE U.S., WHILE ENSURING THE TRANSFER OF BONA FIDE MATERIALS.

I/P #2: Border Initiatives to Protect the Homeland

Improve security in travel, communications and infrastructure while enhancing vital bilateral economic, cultural and personal relationships.

Output Indicator

Indicator #1: Canadian Participation in Border Security and the Implementation of the U.S.-Canada Border Accord

TARGETS	**FY 2007**	75% of Strategic Partnership for Prosperity goals reached. Phase Two of Western Hemisphere Travel Initiative (for all air and sea travel to/from Canada) completed. No incidents of terrorist exploitation of Canadian territory to attack the U.S. or its interests.
TARGETS	**FY 2006**	50% of program goals reached. Phase One of Western Hemisphere Travel Initiative completed. 25% reduction in border-crossing delays at Detroit Windsor. Continued expansion of Free and Secure Trade Program (FAST), NEXUS. U.S.-Canada policy convergence on visa waivers for targeted countries. No incidents of terrorist exploitation of Canadian territory to attack the U.S. or its interests.
RESULTS	2005	Border security program with Canada launched March 2005. Workplan approved at Ministerial in June 2005.
RESULTS	2004	NEXUS lanes added at three border crossings; FAST lanes at one. SPP discussions continued but were not finalized by fiscal year-end.
RESULTS	2003	Continued implementation of additional portions of the U.S.-Canada Border Accord in coordination with newly created Department of Homeland Security. Finalize a "safe third" asylee agreement (Point #5), a pre-clearance agreement (Point #7), and continued visa policy coordination (Point #6). U.S.-Canada joint committee on Critical Infrastructure Protection established (Point #21). No incidents of terrorist exploitation of Canadian territory to attack the U.S. or its interests.
RESULTS	2002	Baseline: The 30-point Canadian plan for border security was launched.
DATA QUALITY	Indicator Validation	This indicator measures progress in implementing a key border security agreement with one of two countries bordering the continental United States.
DATA QUALITY	Data Source	Status reports from DHS and consultations with the Government of Canada.

Output Indicator

Indicator #2: Implementation of Action Items in U.S.-Mexico Border Partnership

TARGETS	**FY 2007**	75% of Security and Prosperity Partnership (SPP) counterterrorism initiatives accomplished. GOM and USG directly share relevant data. No incident of terrorist exploitation of Mexican territory to attack U.S. or its interests.
	FY 2006	50% of SPP counterterrorism initiatives accomplished. Mechanism for sharing information on aliens of interest and visa lookout data sharing institutionalized through installation, training and establishment of guidelines. No incident of terrorist exploitation of Mexican territory to attack U.S. or its interests.
RESULTS	2005	Remaining items of Action Plan completed and institutionalized. SPP launched in 2005. Some short-term SPP objectives were unmet due to organizational delays. Completed MANPAD training; established secure cross-border commuter service at El Paso; organized law enforcement training at Mexico's southern border.
	2004	Consultant study underway; Secure Electronic Network of Travelers' Rapid Inspection (SENTRI) lanes under development; technology installation and public outreach underway; APIS installed; discussions continue for possible agreement/roll-out of NAI; protocols on sharing of information on aliens of interest near completion and technical review expected this fiscal year. SPP was not launched in FY 2004.
	2003	Border Partnership signed by both governments. Initial implementation meetings held in Mexico City and Washington. $25 million obligated for law enforcement assistance projects under some of the 22 points.
	2002	Baseline: The 30-point Canadian plan and the 22-point Mexican plan were launched.
DATA QUALITY	Indicator Validation	The SPP sets 10 security goals with bilateral or trilateral implications for Mexico. The 22 action items of the Partnership, partially incorporated by the SPP, define areas where progress is needed. Visits to the border and reporting from various sources - some requiring Mexico's concurrence - provide for the opportunity to analyze the project's development from several points of view.
	Data Source	U.S.-Mexico annual reports on Partnership; NAS/INL reporting; status reports from DHS; consultations with the Government of Mexico. Complete FY 2005 data will not be available until CY 2006.

Annual Performance Goal #3
HS.03 PROTECTION OF CRITICAL PHYSICAL AND CYBER INFRASTRUCTURE NETWORKS THROUGH AGREEMENTS AND ENHANCED COOPERATION.

I/P #3: Critical Infrastructure Protection

Strengthen critical physical and cyber infrastructure upon which our national and homeland security depend.

Output Indicator

Indicator #1: Full Implementation and Expansion of Container Security Initiative

TARGETS	**FY 2007**	Targeting mechanisms and risk management techniques developed as part of Container Security Initiative (CSI) are implemented throughout the supply chain. Implement best practices promulgated through multilateral fora such as the IMO, World Customs Organization (WCO), APEC, G-8 and other organizations. Improved security will further reduce opportunities for terrorist exploitation of container traffic. New Declarations of Principles: 3 New Operational Ports: 6
TARGETS	**FY 2006**	Reduce opportunities for terrorist exploitation of container traffic by refining the targeting mechanisms and risk management techniques developed as part of CSI; 90% of U.S.-bound container traffic covered. Best practices are promulgated through multilateral fora such as the IMO, WCO, APEC, G-8 and other organizations. New Declarations of Principles: 6 New Operational Ports: 10
RESULTS	2005	1. Discussions were held with other countries interested in sending personnel to the National Targeting Center. World Customs Organization adopted the "Framework of Standards to Secure and Facilitate Global Trade" which is based on the principles underlying CSI. Four Customs Administrations agreed to participate. In addition, Customs and Border Protection and the Department of Energy are reviewing the probability of signing agreements with some countries that will include both CSI and the Megaports initiative. 2. CSI is now operational in 40 ports and screens more than two-thirds of U.S.-bound containerized cargo. 3. New Declarations of Principles: 4. 4. New Operational Ports: 14.
RESULTS	2004	An agreement has been reached with the EU on CSI and related issues. Pilot project deployed to ports in Malaysia and South Africa. Working to facilitate with CBP expansion of CSI to Greece and other Customs Administrations as appropriate. Ten ports become operational with 20 of the world's largest ports participating. Taiwan signed DoP in August 2004.
RESULTS	2003	Nineteen of the largest 20 ports agreed to participate in the CSI program. CSI was expanded to include additional ports worldwide. CSI "pilot phase" deployments underway at sixteen ports.
RESULTS	2002	Baseline: Launch of the CSI. Nine countries included, encompassing fourteen of the twenty largest large ports.
DATA QUALITY	Indicator Validation	Security screening of containers at foreign ports before ships depart for the U.S. decreases both the appeal to terrorists and the vulnerability of the vital maritime transportation sector and, in the event of an incident, allows more expeditious resumption of maritime commerce.
DATA QUALITY	Data Source	Bureau of Customs and Border Protection, Department of Homeland Security.

Output Indicator

Indicator #2: Implementation of International Security Standards for Maritime Shipping and Ports

TARGETS	**FY 2007**	Continue to monitor compliance with International Ship and Port Facility Security (ISPS) standards. U.S Coast Guard (USCG) conducts 30 international port assessments annually.
	FY 2006	Continue to monitor compliance with ISPS standards. USCG conducts 30 international port assessments annually.
RESULTS	2005	All major shipping registries serving the U.S. now conform to international standards. In port state control checks, since the beginning of FY 2005, the Coast Guard only detained 26 ships, denied entry to one, and expelled two for deficiencies in their security arrangements.
	2004	USCG began inspections July 2004. Interagency working group chaired by DHS/DOD in process of developing a National Strategy for Maritime Security to enhance maritime security.
	2003	International Maritime Organization (IMO) adopted standards for ISPS. United States passes the Maritime Transport Security Act.
	2002	IMO adopts standards for ship and port facility security. United States passes the Maritime Transport Security Act.
DATA QUALITY	Indicator Validation	Coast Guard audits of shipper compliance with ISPS standards are important to improve maritime security and prevent terrorist attacks.
	Data Source	IMO and USCG

Output Indicator

Indicator #3: Critical Infrastructure Protection (CIP) Principles Implemented by Bilateral Partners

TARGETS	**FY 2007**	50
	FY 2006	45
RESULTS	2005	45 countries, including 19 from the Sao Paulo conference, 13 from the Berlin conference, and 12 from the Asia-Pacific Economic Cooperation group.
	2004	34
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator is a measure of national awareness of and participation in CIP. Awareness of the problem is a critical first step to undertaking cooperative international activities. Target numbers are based on five CIP principles (appointment of a national CIP coordinator, establishment of a mechanism for information exchanges, adoption of appropriate CIP legislation, a campaign for CIP awareness, and creation of a culture of security.) The priority of effort is to move beyond awareness raising and identify specific initiatives for implementation. At present we have 11 bilateral partners.
	Data Source	PM compiles data on the adoption and implementation of CIP principles among bilateral partners.

Output Indicator

Indicator #4: International Organizations' Agreements to Strengthen Cyber Security

TARGETS	**FY 2007**	APEC, OAS, and OECD continue implementation of cybersecurity plans. International Telecommunications Union (ITU-T) publishes cybersecurity recommendations.
	FY 2006	APEC, OAS and OECD continue implementation of cybersecurity plans. Participants in World Summit on Information Society's FY 2006 (calendar year 2005) session address cybersecurity measures. Member nations of multilateral organizations take necessary actions to secure their information systems against deliberate, malicious disruption and to foster increased resilience of the globally interconnected network.
RESULTS	2005	APEC, OAS, OECD and ITU-T have continued to identify issues relevant to securing networks and recognized that international cooperation and standards are key components to cybersecurity.
	2004	APEC, OAS, OECD, WSIS and ITU-T identified important issues for securing networks globally and locally. OECD members agreed on key issues and best practices for implementing guidelines for both public and private sectors. UN World Summit on the Information Society included cybersecurity as a major theme in its activities.
	2003	UN adopts "Culture of Cybersecurity" resolution based on OECD guidelines. APEC adopts cybersecurity strategy with target date of October 2003 for implementation. U.S. launches cybersecurity initiative in OAS in December 2002. OECD develops implementation plan for OECD cybersecurity guidelines. U.S. launches cybersecurity initiative in OAS in December 2002. OECD develops implementation plan for OECD cybersecurity guidelines.
	2002	OECD establishes cyber security guidelines.
DATA QUALITY	Indicator Validation	International cooperation is key to success because cyber networks are interconnected globally.
	Data Source	Bureau of Political-Military Affairs and Bureau of Economic and Business Affairs data on the adoption and implementation of cyber security initiatives in international organizations.

V. Illustrative Examples

Homeland Security	
Combating Visa Fraud	In November 2004, the Department established a fraud prevention unit at the Kentucky Consular Center to counter fraud in the Diversity Visa lottery program and with petition-based visas, such as temporary workers. The consular center provided background to support six formal fraud investigations that could lead to criminal charges and has returned 166 non-immigrant visa petitions to DHS for revocation based on fraud indicators. The consular center continues to employ facial recognition technology as a tool against visa fraud, especially in the lottery program. In 2005, more than 7.5% of winning entries were disqualified as duplicate entries using facial recognition. Another 100,000+ duplicate entries were eliminated using facial recognition and "matching technologies" before the winners were selected.
Critical Infrastructure Protection with Bilateral Partners	The Department, in conjunction with the Department of Homeland Security, formed a partnership with Australia, Canada, New Zealand, and the United Kingdom to identify and implement specific cyber security initiatives. Named the Usual Five, the nations began the exchange of cyber incident, threat, and watch and warning information. For FY 2006, these nations will participate in an extensive cyber security exercise (Cyber Storm) and promote global cyber security cooperation at an international conference hosted by the U.K. The Political-Military Bureau coordinated the meeting of 15 European and Asian nations for the purpose of establishing an International Watch and Warning Network of nations that possess cyber incident response capabilities, strong economies, and advanced technology bases. The Department's goal is that as this network develops over time, it will link to other nascent cyber incident and watch and warning networks to provide global coverage.
Container Security Initiative	The Department spearheaded global efforts to protect transportation networks through stronger shipping and aviation security rules. Nineteen of the twenty largest world ports committed to participate in the Container Security Initiative (CSI). In addition, the program expanded to other strategic ports including Malaysia and South Africa. CSI is now operational in twenty-six ports and at least two countries, Canada and Japan, have utilized the reciprocal aspects of the program to have their customs officials present at U.S. ports to observe cargo bound for their countries.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
European and Eurasian Affairs	49,798	49,569	48,115
Western Hemisphere Affairs	30,794	32,055	31,902
East Asian and Pacific Affairs	34,521	31,132	26,575
Near Eastern Affairs	6,769	7,350	8,722
Other Bureaus	115,955	25,218	25,175
Total State Appropriations	**$237,837**	**$145,324**	**$140,489**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	3,065	3,023	3,018
Title II - Bilateral Economic Assistance			
USAID	-	-	-
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	7,151	6,039	7,605
Independent Agencies	-	-	-
Department of State	-	-	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education and Training	2,648	2,688	2,516
Foreign Military Financing	10,816	11,167	10,525
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$23,680**	**$22,917**	**$23,664**
Grand Total	**$261,517**	**$168,241**	**$164,153**

Strategic Goal 4: Weapons of Mass Destruction

Reduce the Threat of Weapons of Mass Destruction to the United States, Our Allies, and Our Friends

I. Public Benefit

Weapons of mass destruction (WMD) including nuclear, chemical, biological and radiological weapons and their delivery systems threaten our territory and citizens, our armed forces, our national interests, and our allies and friends overseas – especially if such weapons ever find their way into the hands of terrorists. The Department combats this threat by working with other countries to fight WMD and missile proliferation, to defend against WMD attack, and to deny them to terrorist groups and outlaw states. The Department's efforts further the safety and security of the United States and its friends and allies by lowering the risk of conflict; minimizing the destruction caused by an attack or conflict; denying outlaw state and terrorist access to such indiscriminate weapons and the expertise necessary to develop them; and preventing potentially devastating WMD-related accidents.

The Department is committed to reducing the WMD and missile threat through agreements to reduce current nuclear weapons stockpiles; cooperative efforts to develop missile defenses as appropriate; strengthening compliance with and implementation of nonproliferation treaties and commitments; and active efforts to improve and enforce export controls and prohibit illicit WMD trafficking. The Department leads the U.S. Government in shaping and executing international strategies to ensure such weapons do not fall into the hands of terrorists, eliminate threats remaining from the Cold War's WMD legacy, enhance controls on biological agents and toxins, especially in the area of national controls; and to redirect Iraq's former WMD scientists and help Libya eliminate its WMD programs. To ensure the United States Government's WMD strategies are both robust and effective, the Department integrates verification into arms control, nonproliferation, and disarmament negotiations, treaties, agreements, and commitments and works to ensure that compliance is rigorous and enforced. WMD and missile proliferation, especially in troubled regions, exacerbates regional instability and its associated negative political, economic and social consequences, most especially the danger that terrorists might acquire WMD and delivery systems. The Department is on the leading edge in responding to these challenges.

In July 2005, the Department decided to reorganize the three nonproliferation and arms control bureaus in order to focus more specifically, and with greater resources, on what the President has described as our preeminent threat - the threat from WMD, whether in the hands of hostile states or terrorists. The Arms Control and Nonproliferation Bureaus were merged into a new Bureau of International Security and Nonproliferation (ISN), which includes offices on WMD Terrorism and Counterproliferation Initiatives. Some of the Arms Control Bureau's offices, including those dealing with missile defense and national security space policy and the strategic relationship with Russia, were transferred to the Verification and Compliance Bureau, whose name has been changed to the Bureau on Verification, Compliance and Implementation (VCI). The final phase of this reorganization is still underway in January 2006; this Plan therefore does not fully reflect the alterations and changed missions resulting from the reorganization.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	516	508	512	4	0.9%
Funds[2]	$568,279	$426,712	$483,956	$57,244	13.4%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Weapons of Mass Destruction strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Weapons of Mass Destruction	Bilateral Measures	Enhance Barriers to WMD Procurement Through Counter-proliferation Initiatives	NADR, D&CP, CIO	ISN	EAP, NEA, Regional Bureaus, IO, S/CT, VCI, DoD, DoE, JCS, DOC, NSC, IC, UNSC, IAEA, KEDO, Congress, NATO, EU, G-8.
		Nonproliferation and Disarmament Fund	NADR, D&CP	ISN	VCI, PM, S/CT, INR, Regional Bureaus, DOE, DHS, DOD, Commerce, DOJ, NSC, OMB, national laboratories, intelligence community, foreign governments, foreign NGOs, private sector contractors, Congress.
		Export Controls	D&CP, CIO, NADR	ISN	Regional Bureaus, EB, INR, PM, IO, S/CT, VCI, DOE, NRC, DoC, US customs, Intelligence community, EU.
		Nonproliferation of WMD Expertise	NADR, D&CP, CIO, Science Center, Bio-Chem Redirect	ISN	Regional Bureaus, EB, INR, PM, IO, S/CT, VCI, intelligence community, UN Security Council, NATO allies, Russia, Iraq IGC, EU, Academia, Congress and private sector.
		Build and Enhance Special Bilateral Relationships	D&CP, FSA	VCI	T, EUR, ISN, S/P, L, DoD, NSC, Intelligence community, NATO.
	Multilateral Agreements and Nuclear Safety	Safeguard Materials and Expertise of Concern	D&CP, CIO, FSA	ISN	IO, VCI, Regional Bureaus, DOE, NRC, DOD, Commerce, NSC, USAID, Treasury and the EPA; Adherents to the NPT; IAEA; the UN; Relevant non-governmental organizations; U.S. nuclear industry.
		Strengthen Global Constraints on WMD	D&CP, NADR, CIO, FSA	ISN	VCI, IO, ISN, Regional Bureaus, DoD, DoC, DHS, DoJ, DoE, DHHS, Intelligence Community, NSC
		Optimize Multilateral Nonproliferation Relationships	D&CP, CIO, FSA	ISN	USG, DOE , G8 and NRC, Regional Bureaus, IO, OVP, NSC, USAID, Treasury, the EPA, Other GP donor states, recipient member states

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
	Verification and Compliance	Verification	D&CP, CIO	VCI	ISN, IO, Regional Bureaus, IC, DOE, NRC, DoD, DOC, adherents to the NPT, IAEA, UN, nongovernmental organizations, OVP, NSC, EPA, Treasury.
		Compliance Assessment and Reporting	D&CP, CIO	VCI	ISN, IO, Regional Bureaus, IC, DOE, NRC, DoD, DOC, adherents to the NPT, IAEA, UN, nongovernmental organizations, OVP, NSC, Treasury.
		Compliance Enforcement and Diplomacy	D&CP, CIO	VCI	ISN, IO, Regional Bureaus, IC, DOE, NRC, DoD, DOC, adherents to the NPT, IAEA, UN, nongovernmental organizations, U.S. nuclear industry, OVP, NSC, Treasury
		Effectiveness of International Organizations	D&CP, CIO	VCI	ISN, IO, Regional Bureaus, DOE, NRC, DoD, IAEA, UN, adherents to the NPT and CWC, nongovernmental organizations, OVP, NSC
		All Source Intelligence Collection and Technology Research and Development	D&CP	VCI	INR, IC, DoD, DOE, DHS, OSTP, TSWG, DTRA, National Labs, NSC

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
WD.01 BILATERAL MEASURES, INCLUDING THE PROMOTION OF NEW TECHNOLOGIES, COMBAT THE PROLIFERATION OF WMD AND REDUCE STOCKPILES.

I/P #1: Enhance Barriers to WMD Procurement Through Counter-proliferation Initiatives

Enhance barriers to WMD procurement, delivery systems, and related technology, materials, or expertise; raise the cost of proliferation, with a view to shutting down proliferation networks, focusing initially on financial flows.

Output Indicator

Indicator #1: Proliferation Security Initiative: International Participation and Operational Readiness is Broadened and Deepened

TARGETS	**FY 2007**	Increased numbers of Interdictions/broken networks.
	FY 2006	Increased numbers of Interdictions/broken networks.
RESULTS	2005	Outreach yielded five new official endorsements, with an additional 8-10 sought in the near term. Several dozen states have participated in operational exercises (thirteen were carried out and fifteen additional are planned for 2005). Engaged three additional states for ship boarding agreements; expect conclusion of an additional 2-3 agreements before year's end.
	2004	Over 60 states participated in First Anniversary meeting in May 2004 demonstrating broad international support. Ten training exercises conducted and several in planning stages. Concluded ship boarding agreements with three of the world's largest flag registries – Liberia, Panama and the Republic of the Marshall Islands. These agreements have all entered into force. Engaged more than twenty other countries for similar agreements and initiated negotiations with several of them. Information on maritime and air legal authorities exchanged by Proliferation Security Initiative (PSI) participants. Industry conference held in Copenhagen to address container shipping issues raised by interdiction efforts.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator reflects the core of our efforts for PSI, which is to support expansion of the initiative both in terms of obtaining global support and cooperation, and also enhanced efforts to interdiction PSI-related shipments and shut down ability of proliferation facilitators from engaging in this deadly trade.
	Data Source	Reports/communications from participating States. In actual PSI operations, cooperation from other states will be hampered by inability to share information in a timely or full manner.

Outcome Indicator

Indicator #2: Extent to Which States With Entities or Individuals Identified as Part of the A.Q. Khan Network Take Action to Eliminate the Network

TARGETS	**FY 2007**	States' export control laws are satisfactory according to nonproliferation export control experts. Training continues and law enforcement action is taken as appropriate.
	FY 2006	States continue to improve export control laws, full export control training takes place, continue sustained law enforcement action as appropriate and ratify the International Atomic Energy Agency (IAEA) Additional Protocol.
RESULTS	2005	Law enforcement efforts accelerated. Court proceedings began in FY 2005.
	2004	Efforts to educate governments on A.Q. Khan network activities and achieve foreign government buy-in to shut down the network have been vastly successful. Law enforcement and related actions have been initiated across the board as well and progress continues to export controls in various countries.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator enables us to measure the level of proliferation in target countries.
	Data Source	Data generally covers all issues and is reliable. Sometimes the ability to seek clarifying information from foreign governments is hampered by the lack of cleared language available to discuss issues in detail.

I/P #2: Nonproliferation and Disarmament Fund

Prevent future WMD and missile threats to the U.S. and its interests by using the Nonproliferation and Disarmament Fund (NDF) to help forestall and eliminate them.

Efficiency Indicator

Indicator #1: Ratio of Administrative Cost to Program Cost (PART)

TARGETS	**FY 2007**	5.0%
	FY 2006	5.0%
RESULTS	2005	5.0%. The addition of Libya into the mix affected the original target of 4.8%
	2004	5.0%. The addition of Libya into the mix affected the original target of 4.8%
	2003	Baseline: 5.0%
	2002	N/A
DATA QUALITY	Indicator Validation	Data are validated by qualified observers.
	Data Source	Data are derived from the Nonproliferation and Disarmament Fund reporting, in consultation with partner U.S. government agencies, experts and foreign governments.

I/P #3: Export Controls

Assist governments to raise their laws and regulations to international standards, improve licensing, border control and investigative capabilities.

Output Indicator

Indicator #1: Number of Countries That Have Developed and Instituted Valid Export Control Systems Meeting International Standards (PART)

TARGETS	**FY 2007**	Ten countries receiving Export Control and Border Security (EXBS) program assistance have export control measures in place that meet international standards.
	FY 2006	Eight countries' export control systems meet international standards. Three will graduate from the EXBS program in FY 2006: Latvia, Estonia and Lithuania. EXBS will work with other government agencies to initiate export control and border security capacity-building in Sri Lanka, Iraq, and Afghanistan. EXBS devotes increasing attention to countries in Asia, the Middle East, and Western Hemisphere, helping them make significant strides toward developing export control and interdiction capability.
RESULTS	2005	Graduated Bulgaria and Romania from the EXBS program. Initiated new nonproliferation export control and border security assistance programs in Philippines, Argentina, Brazil, and Libya. Serbia and Montenegro, Macedonia, India, and Pakistan revised nonproliferation export control laws to better meet international standards and continued efforts to improve border security infrastructure.
	2004	EXBS program countries strengthened export control systems and some, including Bulgaria, Romania, Latvia, Poland, Estonia, and Lithuania, significantly strengthened implementation. Poland, Hungary and the Czech Republic graduated from the program. The program also received independent evaluations of the export control systems of the target countries, in order to better help EXBS assess progress and target its training and enforcement activities.
	2003	Based on assessments and other indications of program progress and achievement, three countries (Poland, Hungary, and the Czech Republic) were slated to be graduated from the program.
	2002	N/A
DATA QUALITY	Indicator Validation	This measure is directly tied to our goal because graduation decisions are significantly influenced by meeting international standards as measured by independent researchers using a comprehensive assessment methodology developed by EXBS.
	Data Source	The Center for International Trade and Security at the University of Georgia conducts on-the-ground assessments of the export and border control systems of all EXBS countries on a bi-annual basis. This data is supplemented by monthly reporting cables from EXBS Advisors or embassy officials in the field, trip reports from training exercises, and other sources.

I/P #4: Nonproliferation of WMD Expertise

Expand and enhance redirection programs to deter former Soviet and other nuclear, chemical and biological weapons experts from working for proliferators, terrorists or rogue states.

Output Indicator

Indicator #1: Number of Institutes and Scientists Graduated Into Commercially Sustainable Ventures (PART)

TARGETS	FY 2007	Graduate 2-3 or more institutes or groups of scientists from the Nonproliferation Science Center.
	FY 2006	Graduate 2-3 institutes or groups of scientists from Nonproliferation Science Center funding, and graduate one institute or group of scientists from Biological Warfare/Chemical Warfare (BW/CW) engagement program.
RESULTS	2005	1. First-ever access obtained to formerly closed Pavlodar Chemical Plant in Kazakhstan in November 2004. First ever U.S. Government access to an additional eight bio-chem institutes in Azerbaijan. First ever Science and Technology Center in Ukraine project funding granted to an additional high-priority institute in Ukraine. Engagement of five high-priority institutes the Kyrgyz Republic. 2. Through the Iraqi International Center for Science and Industry, engaged former WMD experts in the pursuit of technology solutions in forensics and law enforcement, which will draw Russian, Canadian and U.S. Department of Energy funds and expertise. 3. Three bio institutes and one chemical institute graduated in 2005, one year ahead of schedule for the Bio-Chem Redirect program. That brings the cumulative total of WMD institutes graduated to commercially sustainable ventures to 22. 4. Funded over $2 million in new research in six countries through the Iraqi Center; nearly $3 million in four countries through the Science and Technology Center in Ukraine. Worked with Department of Energy patents office to approve licensing by a U.S. firm of a chemical process safety computer software developed by ex-Soviet chemical weapons researchers. Russian inventors of a novel HIV vaccine began realizing royalty income under a commercial arrangement. 5. The Iraqi International Center for Science and Industry currently provides monthly stipends to around 120 Iraqi scientists and senior technicians with WMD expertise. Twenty-three such scientists were recently "graduated" to permanent positions with the Ministry of Environment. The Iraqi Center is funding participation of Iraqi scientists in various workshops and international conferences, and reviewing approximately 100 project proposals submitted by participating Iraqis for funding consideration.
	2004	Cumulative total of 18 WMD institutes graduated to commercially sustainable ventures. Focused on approximately 165 former Soviet institutes of proliferation concern of the 430 involved as lead or supporting institutes in U.S. funded research and on several hundred Iraqi and Libyan scientists and technicians.
	2003	Refined model/metrics for graduation of institutes and began collection of financial data from institutes. Cumulative total of 16 institutes graduated to commercial ventures.
	2002	1. Engaged cumulative total of 50,000 scientists, of whom about 26,000 were former WMD scientists. 2. Eight new U.S. industry partners recruited and eight institutes graduated to commercial ventures. 3. Three new technological applications brought to market, including Neurok TechSoft (linear differential equation solver), a laser-based fluorocarbon detector, and new computer animation technology.
DATA QUALITY	Indicator Validation	This indicator is a consistent measure of our performance, especially in programs the Department controls because the graduation of each institute removes it and the associated scientists from funding dependency.
	Data Source	The data are derived from graduation records of the various institutions.

I/P #5: Build and Enhance Special Bilateral Relationships

Deepen and broaden bilateral cooperation in reducing our nuclear arsenals and addressing the ballistic missile threat.

Outcome Indicator

Indicator #1: Status of Cooperation With Allies/Friends on Missile Defense

TARGETS	**FY 2007**	Continued participation (in terms of numbers, breadth, and depth) of Allies and friends in the U.S. missile defense program. Provision of support for, or assistance to, Allies and friends in fielding missile defense systems.
	FY 2006	Allies and friends continue to work with the U.S. on cooperative arrangements for deployment of U.S. missile defense systems. NATO proceeds with the adoption and integration of a joint missile defense operational command and control concept.
RESULTS	2005	Work continued on a bilateral basis with over a dozen countries, as well as work within the NATO Alliance. The Alliance Military Committee formally accepted a military requirement to provide NATO-wide Theater Missile Defense capabilities, and committed funding to the development of command and control capabilities for the system. Japan proposed to strengthen U.S.-Japan efforts as well as their own missile defense projects to enhance ballistic missile defense capabilities and relaxed its own "three principles" export control in regard to missile defense cooperation. We continued discussions with India on how India plans to incorporate missile defense into its strategic concepts and doctrine.
	2004	The U.S and Canada agreed to permit NORAD to support the Missile Defense Mission. Denmark agreed to upgrade the early warning radar at Thule, Greenland. Australia announced participation in the U.S. missile defense program and signed a MOU on cooperation. We began discussions with India its interest in missile defense. A NATO Staff Requirement for Active Layered Theater Ballistic Missile Defense (TMD) was established. With regard to NATO-Russian cooperation, Phase I of the TMD interoperability study was undertaken successfully, and included an effective NATO-Russia TMD exercise at Colorado Springs involving participation by ten states.
	2003	U.S. gained NATO agreement to specific missile defense deployment goals/options for protecting Alliance deployed military forces, as well as Alliance territory and population centers. Allies explored options for territorial missile defense at NATO Summit in November 2002.
	2002	Intensive consultations held with Allies concerning the U.S. Nuclear Posture Review, U.S. withdrawal from the Anti-Ballistic Missile (ABM) Treaty, and the signing of the Moscow Treaty. Allies and friends welcomed the Moscow Treaty and acknowledged U.S. withdrawal from the ABM Treaty. Diplomatic efforts continued with Allies and friends to gain their active support for, and participation in, U.S. missile defense plans and programs.
DATA QUALITY	Indicator Validation	U.S. missile defense deployment plans depend in part on Allied cooperation. Also, the U.S. seeks a cooperative approach with Allies and friends to address the increased ballistic missile threat, including through missile defense.
	Data Source	Data used to measure performance will be based on USG/Allied/friends' announcements and actual contracts. This data are official, objectively knowable, and correct.

Outcome Indicator		
Indicator #2: Levels of Offensive Warheads; Transparency; Missile Defense Cooperation; Level of Treaty Implementation		
TARGETS	**FY 2007**	Continued implementation of the Moscow Treaty and the Strategic Arms Reduction Treaty (START). Broadening of offensive force transparency, including personnel visits. Continued implementation of missile defense-related transparency. The Joint Data Exchange Center (JDEC) is open and fully operational, where U.S. and Russian military officers monitor, side-by-side, launches of ballistic missiles and space launch vehicles.
	FY 2006	Expanded missile defense-related transparency and predictability efforts (including reciprocal visits and exhibitions, data exchanges, and joint consultations); joint missile defense cooperative programs with the development of industry-to-industry relationships. Continued discussions on offensive reductions. U.S. and Russia begin construction at the JDEC site toward the goal of conducting full operations at JDEC to exchange and monitor ballistic missile early warning data.
RESULTS	2005	Moscow Treaty reductions continued. Transparency exchanges, such as briefings on strategic force sustainment, were implemented successfully, and the U.S. proposed additional transparency, including new military exchanges. The U.S. provided an update on our missile defense plans and Russia briefed on its anti-ballistic missile flight test. Negotiations on a bilateral Defense Technical Cooperation Agreement progressed. Experts discussed taxation and liability provisions for nuclear-related assistance projects that could eventually help resolve the taxation and liability impasse in the JDEC agreement. Under the aegis of the NATO-Russia Council, the Theatre Missile Defense (TMD) Ad Hoc Working Group conducted the second in a series of joint NATO-Russia TMD Command Post Exercises. The Russian Federation has offered to host a TMD Command Post Exercise in the latter part of 2006. Over three million Euros ($3.6M) have already been committed to the Interoperability Studies and Exercise program.
	2004	The Moscow Treaty Bilateral Implementation Commission met for the first time in April 2004. Moscow Treaty reductions were underway. In the Working Group on Offensive Transparency, the U.S. proposed practical transparency related to non-strategic nuclear warheads and strategic activities. In the Working Group on Missile Defense. Implementation of the JDEC was delayed mainly due to an overall impasse on taxation and liability issues between the U.S. and Russia. A longstanding issue concerning the B-1 bomber was resolved in the Joint Compliance and Inspection Commission (JCIC).
	2003	Moscow Treaty entered into force on June 1, 2003. The U.S. and Russia began exchanging information on their plans for reductions under the Moscow Treaty. In February 2003, NATO and Russia agreed on a work plan that includes some nuclear CSBMs. Discussions on START implementation continued on a more positive basis than in previous years; two meetings of the JCIC took place.
	2002	U.S. and Russia established a New Strategic Framework, including commitment to deep reductions in strategic nuclear warheads. The Treaty on Strategic Offensive Reductions was signed in Moscow in May 2002, calling for reductions to 1,700-2,200 warheads for each side by December 31, 2012. U.S. withdrew from Anti-Ballistic Missile (ABM) Treaty, thus removing the principal legal obstacle to deployment of missile defenses. All parties completed the final START I reductions by the required deadline of December 5, 2001.
DATA QUALITY	Indicator Validation	The New Strategic Framework is a key element in the transformation of the U.S.-Russian relationship from confrontation to cooperation. We seek Russian cooperation in managing our strategic relationship and in addressing the new challenges of the 21st century. Key elements of the New Strategic Framework are cooperation in implementing the Moscow Treaty and cooperation in missile defense, and will indicate whether the New Strategic Framework is being fulfilled.
	Data Source	Progress in the U.S-Russian strategic relationship will be recorded in bilateral and NATO statements and/or agreements. Milestones in the development of missile defense cooperation will be recorded in publicly available statements. This data will be objectively correct. Assessments of progress in negotiations/consultations will be based on embassy and delegation reporting.

Annual Performance Goal #2
WD.02 STRENGTHENED MULTILATERAL WMD AGREEMENTS AND NUCLEAR ENERGY COOPERATION UNDER APPROPRIATE CONDITIONS.

I/P #6: Safeguard Materials and Expertise of Concern

Reinforce the IAEA – the treaty's implementing body – and persuade the international community that safeguards must be strengthened.

Outcome Indicator

Indicator #1: Status of the Nonproliferation Treaty Regime

TARGETS	FY 2007	1. The Nonproliferation Treaty (NPT) remains strong with widespread support, and the review process for 2010 NPT Review Conference begins smoothly. 2. No new cases of noncompliance related to nuclear weapons acquisition.
	FY 2006	1. NPT Review Conference leads to specific steps to strengthen and enforce compliance with the nonproliferation obligations of the Treaty (Articles I, II, III). 2. Implementation of NPT Article IV continues smoothly with peaceful nuclear programs and cooperation being pursued consistent with the Treaty's objectives. 3. NPT nuclear weapon states implement policies and actions that are consistent with the goal of nuclear disarmament in accordance with Article VI of the Treaty.
RESULTS	2005	1. 2005 NPT Review Conference demonstrated continued support for Treaty, focused on DPRK and Iran NPT violations and on measures to strengthen compliance with Articles I, II and III; however, procedural disputes sharply limited time available for debate and for negotiation on an outcome document. 2. Steady momentum continued on the Additional Protocol with 15 agreements approved by the Board with the total now at 112; of these 104 are signed, and 69 are in force. All NPT parties with nuclear power reactors have concluded an Additional Protocol except for Argentina and Brazil. The Board approved an Additional Protocol for Malaysia in September, which represented an important step toward broader acceptance of the Additional Protocol by members of the NAM. 3. Committee on Safeguards and Verification was established by the IAEA Board of Governors in June. This initiative of President Bush will strengthen the IAEA ability to ensure that countries comply with their nuclear proliferation obligations. 4. Implementation of the Additional Protocol has not met expectations. 5. The IAEA safeguards budget increased by $4 million, enabling the United States to reduce the voluntary contribution for safeguards equipment and redirect funds to nuclear security and safeguards technical support.
	2004	1. UNSCR 1540 adopted. 2. Democratic People's Republic of North Korea did not reverse withdrawal. 3. No additional withdrawals. 4. Libya violated the Treaty, but it also declared that it would abandon nuclear weapons and return to compliance with the NPT.
	2003	1. Progress on implementing some key conclusions of 2000 NPT Review Conference. 2. Indefinite extension holds. 3. No state withdraws from Treaty. 4. No new cases of non-compliance.
	2002	1. IAEA took action on integrated safeguards and emphasized financial needs. 2. Nine more states signed bringing the total to sixty-seven of which twenty-eight protocols have entered into force. 3. The IAEA Board approved a multi-year, $11.5 million a year program to address the prevention of, detection of and response to nuclear terrorism.
DATA QUALITY	Indicator Validation	This indicator tracks the extent to which the global community supports and takes actions to increase the effectiveness of the NPT against new proliferation threats while continuing to provide other benefits.
	Data Source	Diplomatic cables and first hand accounts of activities. IAEA public records.

I/P #7: Strengthen Global Constraints on WMD

Strengthen the Chemical Weapons Convention (CWC) to ensure that existing chemical weapons stockpiles are destroyed and that civilian chemical industry facilities do not make chemical weapons; and strengthen implementation of the Biological Weapons Convention (BWC) through the adoption of improved national measures.

Output Indicator

Indicator #1: Viability of the Chemical Weapons Convention

TARGETS	**FY 2007**	173 States Parties. Completion of destruction of Albanian and Libyan chemical weapons agent stockpiles, with U.S. assistance. The Organization for the Prohibition of Chemical Weapons (OPCW) inspection program sustains FY 2006 level. Third Russian destruction facility begins operations, and fourth facility near completion. OPCW adopts remedial measures to ensure that any delinquent states meet Article VII requirements.
	FY 2006	170 States Parties. Completion of 45% of Albanian and Libyan chemical weapon agent stockpiles. OPCW inspection program expands to 235 sites inspected in 61 countries. Second Russian destruction facility completed. All Article VII requirements met by 75% of States Parties.
RESULTS	2005	1. 174 States-Parties. 2. Destruction of Libya's stockpile not completed as targeted due in part to U.S. statutory requirements that limit assistance by U.S. companies. At the time of reporting, the OPCW was on target to complete 162 inspections worldwide (up from 132 in 2004). So far, 79% of all States-Parties have designated a National Authority, and 65% have implementing legislation enacted or in the review process.
	2004	164 Parties to the CWC. Ensured rapid submission of an accurate declaration of Libya's chemical weapons stockpile and civilian chemical industry and began destruction of its CW stockpiles. USG and OPCW undertook an Article VII action plan to promote effective domestic implementation of CWC obligations by States Parties. OPCW inspection program was put at risk by U.S. delay in paying assessments, but by end of year, U.S. paid enough to ensure a full program of inspections.
	2003	150 States Parties. One destruction facility in Russia begins operations. OPCW under good management and conducting full inspection program.
	2002	148 States Parties and Libya and Thailand voiced intent to join. The U.S. fully implemented CWC industry obligations by meeting all declaration and reporting requirements. U.S. succeeded in bringing about a change of OPCW leadership and provided a $2 million voluntary contribution to resolve OPCW financial crisis. Department ensured significant international financial assistance provided for Russian CW destruction.
DATA QUALITY	Indicator Validation	The OPCW needs to be an efficient and viable organization so that it can carry out all the inspections needed to ensure compliance with the CWC. The Department is using one target to measure the number of inspections in the number of countries (as opposed to the number of inspections alone) because our objective is to spread the geographic scope of inspections so that every site of concern is inspected. The number of States Parties provides a measure of the CWC's growing influence and universality, and provides one measure of whether the CWC is an effective instrument for reducing the WMD threat.
	Data Source	Public announcements by States Parties and/or OPCW. OPCW internal reports and bilateral consultations.

Output Indicator

Indicator #2: Number of States Parties That Incorporate U.S. Proposals in Their National Approaches to Controlling the Biological Weapons Threat

TARGETS	**FY 2007**	States Parties agree at the November 2006 Review Conference on additional Work Program elements that will (a) incorporate additional features into the international landscape to tighten security to prohibit biological weapons programs or bioterrorism, and (b) provide for transparent international checkup on the existence and effective implementation of the measures agreed by States Parties in previous years and at the Review Conference.
	FY 2006	U.S. alternative proposals incorporated by 40-45 Biological Weapons Convention (BWC) States Parties in their national approaches to controlling the BW threat.
RESULTS	2005	The 2003-2005 work program, derived from U.S. proposals, has been remarkably successful in raising awareness of States-Parties to the urgency of establishing and/or strengthening national measures to combat the growing biological weapons threat. 40 countries incorporated U.S. proposals into their national efforts.
	2004	78 State Parties pledged to implement and enforce appropriate pathogen security and national implementation measures, which was the first subject of the U.S.-proposed multi-year work program.
	2003	At the November 2002 Review Conference, States Parties agreed to a work program based on U.S. proposals. By end of 2003, 25 states reported that national legislation was already in place (the first item of the work program), and all 80 States Parties participating in the 2003 meeting agreed that such legislation was an important element of their obligations. All participants agreed on the importance of biosecurity (the second item of the work program), though only 20 States Parties indicated they had an awareness-raising program in their countries.
	2002	USG rejected a legal verification Protocol for the BWC, developed an alternative package of effective measures to strengthen the BWC, and began discussions with other BWC States Parties.
DATA QUALITY	Indicator Validation	This indicator is a direct measure of the success of U.S. diplomacy in persuading other BWC States Parties to follow the U.S. approach for strengthening implementation of the BWC. If all States Parties undertake the desired national actions, it will be much more difficult for terrorists or rogue states to acquire biological weapons.
	Data Source	Public announcements by States. States-Parties' reports to other States-Parties and delegation reporting.

I/P #8: Optimize Multilateral Nonproliferation Relationships

Achieving U.S. national security aims in controlling WMD proliferation requires international cooperation, and more specifically, special relationships with key entities.

Output Indicator

Indicator #1: Reorganization of the Nuclear Supply Group and Dual-Use Regime

TARGETS	**FY 2007**	Nuclear Suppliers Group (NSG) continues to operate effectively. Dialogue continues on no-undercut provisions for Trigger List items and on technical updates on NSG guidelines.
	FY 2006	NSG continues to operate effectively. Dialogue continues on no-undercut provisions for Trigger List items and on technical updates on NSG guidelines.
RESULTS	2005	1. The Missile Technology Control Regime (MTCR) welcomed Bulgaria as a new member, continued its outreach to non-members, agreed to enhance information exchange on Partners' transit, transshipment, and brokering controls, continued cooperation to halt shipments of missile proliferation concern, and added one item to its control lists. 2. Five plant pathogens were added to the control list.
	2004	1. Progress was made toward a tough criteria approach to strictly limit Enrichment and Reprocessing transfers. 2. Some progress on making the Additional Protocol a condition of supply (4 members still oppose). 3. Agreement on adding catch-all provisions to Part 2 Dual-Use Guidelines.
	2003	Baseline: 1. NSG agreed to U.S. proposals to amend Guidelines to address nuclear terrorism. 2. NSG agreed to alert non-members to risk of diversion to DPRK nuclear program. 3. The Australia Group added 14 human and two animal pathogens to its biological control list, embarked on a program of action for more effectively engaging countries in the Asia-Pacific region on CBW nonproliferation issues, and agreed on new procedures for improving transparency and enhancing information sharing among members. 4. MTCR adopted new catchall and "intangible" technology (e.g. via Internet) requirements, added controls on more CBW-relevant unmanned air vehicles.
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator is well suited to enable us to assess the most important elements of our policy concerning multilateral nonproliferation regimes.
	Data Source	Data on progress comes from diplomatic cables and first hand accounts of activities. Both are expected to be highly reliable. Sometimes the ability to seek clarifying information from foreign governments is hampered by the lack of cleared language available to discuss issues in detail.

Annual Performance Goal #3
WD.03 VERIFICATION INTEGRATED THROUGHOUT THE NEGOTIATION AND IMPLEMENTATION OF ARMS CONTROL, NONPROLIFERATION, AND DISARMAMENT TREATIES, AGREEMENTS AND COMMITMENTS, AND RIGOROUS ENFORCEMENT OF COMPLIANCE WITH IMPLEMENTATION AND INSPECTION REGIMES.

I/P #9: Verification

Status of articulating and implementing new approach to verification based on "National Means and Methods." Status of integrating verification into negotiations and implementation of arms control, nonproliferation, and disarmament treaties, agreements, and commitments.

Outcome Indicator

Indicator #1: Status of Verifiable Elimination of Iranian Enrichment, Reprocessing and Other Nuclear Weapons Development Programs

TARGETS	**FY 2007**	Enrichment-related and plutonium production activities cease. Iran is in compliance with the Nonproliferation Treaty, its Safeguards agreement, and has abandoned its nuclear weapons program.
	FY 2006	Committee on Safeguards and Verification commences investigation of improvements to International Atomic Energy Agency (IAEA) Safeguards. Continue to mobilize diplomatic community toward reporting Iran to U.N. Security Council in wake of its repudiation of Paris Agreement and resumption of uranium conversion. Achieve international agreement on measures that Iran must take to permit effective verification of compliance with cessation of nuclear programs.
RESULTS	2005	Challenges of dealing with clandestine Iranian nuclear efforts help facilitate adoption of U.S. Presidential initiative to establish IAEA Board of Governors Committee on Safeguards and Verification (CSV) to help improve IAEA nuclear safeguards system. Mobilized diplomatic community toward reporting Iran to U.N. Security Council in wake of its repudiation of Paris Agreement and resumption of uranium conversion.
	2004	Continued U.S. pressure on IAEA Board helps keep IAEA inspectors involved in extensive investigations in Iran, uncovering more information about Iran's secret 20-year nuclear weapons program.
	2003	Exposure via unclassified IAEA reports of additional information on nature and extent of Iran's clandestine uranium enrichment effort since mid-1980s. Adoption of IAEA Board resolution finding Iran guilty of breaches and failures of its safeguards obligations. European governments achieve Iranian promise to cease enrichment-related activities.
	2002	Baseline: Exposure via unclassified IAEA reports of Iran's clandestine uranium enrichment effort at Natanz. Mobilization of diplomatic community against clandestine Iranian nuclear work. Initiation of major, intrusive IAEA inspections in Iran aimed at investigating this new information.
DATA QUALITY	Indicator Validation	This indicator is an indirect measure of the status of Iran's nuclear weapons program, a key foreign policy concern.
	Data Source	Intelligence reports, open source reporting. IAEA conducts unencumbered inspections of Iran in accordance with Safeguards Agreements.

Outcome Indicator

Indicator #2: Status of Verified Elimination of North Korea's Nuclear, Chemical, Biological, and Long-Range Missile Programs

TARGETS	**FY 2007**	1. Nuclear - Continue nuclear-related dismantlement negotiations with North Korea. As a result of the negotiation process, further refine the framework for dismantling North Korea's nuclear program and its associated dismantlement verification regime. 2. Chemical - Refine game plan and continue to press for DPRK accession and halt to proliferation. 3. Biological - Refine game plan to press for compliance. Firm up strategy for follow-on Review Conference. Review CBMs. 4. Missile - Complete planning and if possible begin negotiations with North Korea on a verifiable missile export ban and limits on indigenous missile programs.
	FY 2006	1. Nuclear - Based on Libya model and work of DOE's Technical Oversight Group, complete internal development of the framework for verifiably and irreversibly dismantling North Korea's nuclear program, and press for its acceptance in the Six-Party Talks. Identify all relevant North Korean facilities, equipment and materials, to include any disclosures by North Korea regarding its nuclear program. Further refine baseline U.S. nuclear dismantlement verification regime. Continue nuclear-related dismantlement negotiations with North Korea. 2. Chemical - Use multilateral contacts to encourage DPRK to accede to CWC and halt CW proliferation. 3. Biological - Use the 2006 BWC Review Conference to press for compliance and develop a game plan for follow-on. Review confidence building measures (CBMs). 4. Missile - Plan for possible negotiations with North Korea on missile export ban and limits on indigenous missile programs.
RESULTS	2005	Ensured that verification considerations were integral to the process of negotiating a complete, verifiable, and irreversible dismantlement of North Korea's nuclear programs.
	2004	Developed baseline nuclear verification regime to support USG negotiating efforts.
	2003	Developed conceptual framework for the complete, verifiable, and irreversible dismantlement of North Korea's nuclear program.
	2002	Raised awareness in international community of dangers of clandestine involvement in uranium enrichment efforts in violation of 1994 Agreed Framework and 1992 South-North Joint Declaration on the Denuclearization of the Korean Peninsula. Introduced admission and abandonment of such enrichment efforts as *sine qua non* of a DPRK nuclear resolution.
DATA QUALITY	Indicator Validation	This indicator is an indirect measure of the status of North Korea's weapons programs, a key foreign policy concern.
	Data Source	Intelligence reports and open source reporting (including information from international organizations -- i.e., IAEA, OPCW).

I/P #10: Compliance Assessment and Reporting

Extent to which States Parties are in compliance with arms control, nonproliferation, and disarmament treaties, agreements and commitments.

Outcome Indicator

Indicator #1: Status of Compliance with Arms Control, Nonproliferation, and Disarmament Treaties, Agreements and Commitments

TARGETS	**FY 2007**	1. Nonproliferation Treaty (NPT): Fully assess State Parties' activities in light of their nonproliferation obligations and reflect that assessment as appropriate in reports and diplomatic relations. 2. Conventional Forces in Europe (CFE) Treaty: Ongoing compliance effort improves level of compliance. Any new noncompliance concerns with Treaty identified and addressed. 3. Chemical Weapons Convention (CWC): Increase in number of States Parties addressing compliance concerns, and increase in new states acceding to the Treaty. 4. Missile Nonproliferation Commitment, including Missile Technology Control Regime (MTCR): Assess compliance with newly concluded missile agreement with the DPRK. Monitor Libya's compliance with its December 2003 and May 2004 commitments using missile program long-term monitoring plan. 5. Strategic Arms Reduction Treaty (START): Resolve noncompliance issues.
	FY 2006	1. Nonproliferation Treaty (NPT): Fully assess State Parties' activities in light of their nonproliferation obligations and reflect that assessment as appropriate in reports and diplomatic relations. Encourage IAEA to use all available means to assess compliance with Safeguards agreements. Encourage State Parties to make their own noncompliance assessments. Contrast in international nonproliferation fora the Libya strategic decision to abandon its pursuit of WMD and the resulting elimination of its nuclear program. 2. Conventional Forces in Europe (CFE) Treaty: 2006 Review Conference highlights advantages of compliance. Russia fulfills Istanbul Commitments. 3. Chemical Weapons Convention (CWC): Increase in number of States Parties addressing compliance concerns, and increase in new states acceding to the treaty. 4. Missile Nonproliferation Commitment, including Missile Technology Control Regime (MTCR): Monitor Libyan adherence to its December 2003 and May 2004 commitments limiting its missile programs to missile systems below MTCR Category 1 specifications according to long-term monitoring plan. 5. Open Skies: Newly allowed sensor categories integrated into Treaty operations without compliance concern. 6. Strategic Arms Reduction Treaty (START): Resolve noncompliance issues.

RESULTS	2005	1. Denuclearization of the DPRK — On September 19, 2005, the DPRK committed to abandoning all nuclear weapons and existing nuclear programs and returning, at an early date, to the NPT and to IAEA Safeguards. Steps to implement the complete, verifiable, irreversible dismantlement are yet to be initiated. 2. Limiting Iran's Nuclear Program — Iran has yet to agree to permanently suspend or eliminate conversion, enrichment or reprocessing nuclear fuel cycle activities. 3. PPRA — VCI continues to monitor implementation of transparency measures for PPRA (which entered into force in 1997), as well as for the HEU Purchase Agreement. 4. FMCT — Following an 18-month review of U.S. policy regarding an FMCT, the United States affirmed its support for the negotiation of an FMCT, but, in a change from our prior position, the United States has concluded that an internationally and effectively verifiable FMCT is not realistically achievable. In fact, it could lull the international community into a false sense of confidence that obligations were being adhered to. While the United States will no longer support negotiating under a mandate that presupposes effective verification of an FMCT, we do urge our colleagues at the Conference on Disarmament to join us in concluding a normative FMCT that relies on each state using its own resources to verify compliance. 5. Strategic Arms Reduction Treaty (START) — Two longstanding, major START compliance issues resolved. 6. Vienna Document 99 (VD) — All States-Parties exchange data and notify activities in compliance with VD.
	2004	1. Bilateral Implementation commission (BIC) held first meeting in April 2004. Parties discussed and exchanged information regarding treaty implementation efforts. No additional U.S. enforcement actions required. Working Group One on Offensive Transparency met in November 2003 to discuss near-term transparency and build a long-term vision in arena of offensive systems. 2. U.S. intelligence capabilities and knowledge gained from START and other agreements provided a foundation for obtaining transparency of Moscow Treaty implementation. 3. U.S. proposed road map to achieve U.S. and North Korea publicly stated goals, and outlined major elements of the process leading to complete, irreversible and verifiable dismantlement of the North Korea nuclear program. North Korea has not engaged in substantive discussions of U.S. proposal or their own counterproposal. Without progress in the nuclear arena as a matter of priority, there is no movement in the ballistic missile issue.
	2003	1. The Senate provided its advice and consent to ratification of the Moscow Treaty in June 2003. Began implementation of Moscow Treaty through its Bilateral Implementation Commission (BIC). 2. Considered role of transparency measures in terms of the BIC. 3. Integrated verification concepts into USG deliberations and negotiations toward verifiable elimination of North Korea's nuclear program, including preparation of core interagency building blocks.
	2002	Baseline: 1. Moscow Treaty Verifiability Report completed. 2. U.S. positions on verification requirements developed. 3. Transparency Measures for the Moscow Treaty developed. 4. Prepared assessment of the elements of the verifiable dismantlement of the North Korean nuclear weapons capability. 5. Prepared assessment of the elements of a ban on North Korean indigenous and export programs for ballistic missiles.
DATA QUALITY	Indicator Validation	Other nations agree to acceptable solutions to noncompliance concerns. National Means and Methods, intelligence reporting, data exchanges, declarations, inspections, and an established forum for resolving concerns over the long-term will validate compliance by Libya, DPRK, and other countries.
	Data Source	National Means and Methods and multinational methods of information collection, including intelligence reporting, open source information, data exchanges, declarations, inspections, bilateral consultations, multilateral meetings, and established fora for resolving concerns.

I/P #11: Compliance Enforcement and Diplomacy

Extent to which international constituency in support of compliance with arms control, nonproliferation, and disarmament treaties, agreements, and commitments is strengthened through compliance diplomacy, international review conferences and preparatory meetings, consultative mechanisms, and sanctions.

Output Indicator

Indicator #1: Extent to Which Compliance is Strengthened and Enforced Through Diplomacy

TARGETS	**FY 2007**	1. Compliance Diplomacy. Increase international support of U.S. noncompliance concerns. Engage governments in Compliance diplomacy to encourage and facilitate their adoption of more rigorous and systematic compliance assessments and understanding of verification policy in the service of nonproliferation objectives. 2. Libya. U.S.-U.K.-Libya Trilateral Steering and Cooperation Committee used to address any issues with Libya regarding implementation of its commitments to eliminate its WMD and long-range missiles. 3. Nonproliferation Treaty. Focus the FY 2007 NPT Preparatory Committee, leading up to the 2010 NPT Review Conference, on the threat to the viability of the NPT from States Parties' noncompliance with the NPT. 4. Sanctions. Continue to present substantive judgments of sanctionable activity to decision-makers for sanctions decisions. Focus enforcement efforts against known and repeat proliferators, and urge host governments to increase domestic laws and regulations to stem proliferation. Ensure WMD and WMD technology transfers are properly reviewed and sanctioned where appropriate according to U.S. sanctions laws and international agreements, commitments.
	FY 2006	1. Compliance Diplomacy. Encourage and facilitate other governments' adoption of more rigorous and systematic compliance assessments and understanding of verification policy in service of nonproliferation objectives. Follow up on the US-EU agreement to establish a dialogue on compliance and verification for the purpose of identifying areas of possible cooperation. 2. International Fora. Introduce compliance and compliance enforcement topics to meetings of regional groupings and to organizations such as the Australia Group. 3. USG. Work with the Foreign Service Institute to establish course module on verification, compliance and compliance enforcement that would be taught both at FSI and through remote learning; outreach to DoD and intelligence schools. 4. Libya. U.S.-UK-Libya Trilateral Steering and Cooperation Committee used to address any issues with Libya regarding implementation of its commitments to eliminate its WMD and long-range missiles. 5. Nonproliferation Treaty. Pursue evidence of safeguards noncompliance activities by NPT Parties and work to ensure such activities are vetted by the IAEA Board of Governors. 6. Sanctions. Increase effectiveness of verification and compliance with existing nonproliferation agreements and commitments, including Australia Group, MTCR, CWC, relevant import/export regimes, and U.S. sanctions laws. Continue to present substantive judgments of sanctionable activity to decision-makers for sanctions decisions. Focus enforcement efforts against known and repeat proliferators, and urge host governments to increase domestic laws and regulations to stem proliferation. Ensure WMD and WMD technology transfers are properly reviewed and sanctioned where appropriate according to U.S. sanctions laws and international agreements, commitments.

RESULTS	2005	1. Western Europe and Canada. Consultations with visiting dignitaries on the U.S. approach to verification, compliance, and enforcement, including Belgium, Portugal, and the Netherlands. Eastern Europe and Russia. Bilaterals held with Hungary and Poland at United Nations General Assembly (UNGA). 2. Near East and Asia. Bilaterals held with Egypt, Kuwait, UAE, Morocco and Libya at UNGA and UNFC. Planning consultations in the region with UAE, Qatar, Saudi Arabia. 3. Libya. U.S.-UK-Libya Trilateral Steering and Cooperation Committee used to address any issues with Libya regarding implementation of its commitments to eliminate its WMD and long-range missiles. 4. Latin America. Bilaterals held with key officials from Chile, Colombia, Argentina, Brazil, and Peru at UNGA. Bilaterals held with national security leaders in Brazil, Argentina, and Chile in a targeted compliance diplomacy trip. 5. Nonproliferation Treaty. Focused 2005 NPT Review Conference on the "Crisis of Compliance," highlighting requirements for compliance and indicators of noncompliance, specifically Iran and North Korea proliferation activities. Sanctions. Continued rigorous standards of verification of compliance with existing nonproliferation agreements and commitments, including Australia Group, MTCR, CWC, relevant import/export regimes, and U.S. sanctions laws.
	2004	1. Public Diplomacy. Increased public diplomacy effort on the need for strict adherence to the NPT and the consequences of noncompliance. 2. Western Europe and Canada. Countries identified and prioritized for future Compliance Diplomacy visits. Bilaterals with UK, France, Portugal, and Sweden. 3. Eastern Europe and Russia. Consulted with Russian officials about Russia's noncompliance with START, which was reported in the Noncompliance Report. 4. Sanctions. Worked closely with the Intelligence Community to ensure robust collection concerning proliferation activities. Presented substantive judgments of sanctionable activity to decision-makers for sanctions decisions.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Shifts in country attitudes, emphasis on compliance at international meetings, and agreement to address noncompliance concerns will help to validate norm of compliance.
	Data Source	National Means and Methods and multinational methods of information collection, including all source reporting, bilateral consultations, on-site inspections, IAEA and OPCW reports, reports from posts, information derived from meetings and visits, etc.

I/P #12: Effectiveness of International Organizations

Extent to which relevant organizations support rigorous assessment and enforcement of states parties' compliance with arms control, nonproliferation, and disarmament treaties, agreements, and commitments.

Outcome Indicator

Indicator #1: Extent to Which Relevant Organizations Support Rigorous Assessment and Enforcement of State Parties' Compliance with Arms Control, Nonproliferation, and Disarmament Treaties, Agreements and Commitments

TARGETS	**FY 2007**	Encourage International Atomic Energy Agency (IAEA) to use all available means to assess compliance with Safeguards agreements and to report all instances of noncompliance to the IAEA Board of Governors. If not already accomplished, IAEA Board of Governors reports Iran's noncompliance to the UN Security Council and Iran ends its nuclear fuel-cycle pursuits and recommits to its NPT obligations. Implement results of the IAEA Verification Assessment pursuant to U.S. policy.
TARGETS	**FY 2006**	IAEA – Conclude understanding with European and other Western allies of standards for handling safeguards compliance under IAEA Statute, and leverage this agreement to influence IAEA Secretariat and other members of IAEA Board of Governors. Encourage International Atomic Energy Agency to use all available means to assess compliance with Safeguards agreements and to report all instances of noncompliance to the IAEA Board of Governors. If not all already accomplished, IAEA Board of Governors reports Iran's noncompliance to the UN Security Council and Iran ends its nuclear fuel-cycle pursuits and recommits to its NPT obligations. Obtain a UNSC Resolution condemning Iran's NPT violations and outlining the steps Iran must take to bring itself back into compliance. Begin security audit of IAEA information technology systems. Organization for the Prohibition of Chemical Weapons (OPCW) - Emphasize compliance and enforcement at the OPCW. This would include establishing a bilateral dialogue with States Parties explaining the importance of compliance as well as the need for States to establish their own National Means and Methods to assess compliance.
RESULTS	2005	IAEA - As States or other entities share sensitive information regarding suspected clandestine activities and as countries bring into force the Additional Protocol, the IAEA is able to better target its resources to detect and investigate instances of undeclared activities. In June of 2005, the IAEA Board of Governors established a Special Committee on Safeguards and Verification which, inter alia, will prepare a comprehensive plan for strengthening safeguards and verification. Evidence of noncompliance by Iran were vetted by the IAEA Board of Governors. The Safeguards Department now assesses all proposed Technical Cooperation projects in order to identify projects of proliferation concern. OPCW - U.S. delivered statement at the Ninth Session of the Conference of States Parties of the OPCW on agenda item nine: Status of Implementation of the Convention. Continued bilateral meetings with high-level visitors to Washington. Completed security audit of OPCW information technology systems and worked with OPCW to facilitate implementation of improvements recommended by the U.S. review.

	2004	IAEA – Rebuttal of IAEA legal arguments regarding meaning of Article XII.C of IAEA Statute with respect to reporting safeguards noncompliance to U.N. Security council. Diplomatic outreach to members of IAEA Board of Governors to encourage clearer and more rigorous understanding of provisions in IAEA Statute regarding noncompliance. Articulation of 2004 NPT Preparatory Committee of U.S. position on criteria for judging NPT article II compliance. Sought to ensure that evidence of noncompliance by Iran and North Korea was vetted by the IAEA Board of Governors. Sought a resolution by the BOG reporting Iran's noncompliance to the UN Security Council. Initiated a Verification Assessment of the IAEA, including its TC program, to improve effectiveness of the IAEA to contribute to verification and compliance, particularly to detect undeclared activities and prevent misuse of Technical Cooperation program assistance. OPCW - Emphasized compliance at the OPCW. Addressed the Western and Others Group and conducted compliance discussions with the Director General of the OPCW. Over twenty bilateral meetings were conducted with representatives of foreign governments to explain USG approach to verification and compliance.
	2003	Initiate a verification assessment of the IAEA's contributions to verification and compliance of USG nonproliferation goals. This includes assessing the IAEA's ability to detect undeclared activities and its utilization of resources to address concerns about Non-Nuclear Weapon States suspected of weapons activities.
	2002	Supported IAEA safeguards as a nonproliferation policy priority. Trilateral Initiative stalled by Russia. U.S. exploring possible continued cooperation on verification technology.
DATA QUALITY	Indicator Validation	Promoting understanding of verification and importance of compliance with the IAEA, OPCW, and States Parties results in concerted enforcement actions.
	Data Source	IAEA and OPCW reports, all source intelligence review, bilateral consultations, discussions at multilateral fora.

I/P #13: All Source Intelligence Collection and Technology Research and Development

Extent to which intelligence collection resources and technology research and development support arms control, nonproliferation, and disarmament verification and compliance objectives and secure and protect intelligence information.

Output Indicator

Indicator #1: Extent to Which the Department is an Aggressive Customer of and Advocate for Intelligence for Verification and Compliance

TARGETS	**FY 2007**	Verification Assets Fund (V Fund) -- V Fund authorization and appropriation as a line-item. V Fund used to preserve critical assets and develop new R&D verification projects. Matrices refined to identify existing and emerging collection systems and gaps potentially capable of answering key questions in the areas of WMD-Terrorism, Chem, Bio, Nuclear, and Missile. Matrices used as basis for advocacy and to identify candidates for the V Fund. Nonproliferation and Arms Control Technology Working Group (NPAC TWG) – Coordinate results for more effective application of R&D in support of verification and compliance objectives.

	FY 2006	V Fund -- Matrices developed to identify existing and emerging collection systems and gaps potentially capable of answering key questions in the areas of WMD-Terrorism, Chem, Bio, Nuclear, and Missile. Seeking V Fund authorization and appropriation as a line-item. V Fund used to preserve critical assets and develop new R&D verification projects. Initiate and implement projects to influence collecting data concerning WMD and their means of delivery and verification R&D, targeting countries of concern. NPAC TWG -- Membership expands.
RESULTS	2005	1. Verification Assets Fund — not endowed, but resources allocated for verification activities consistent with Verification Asset Fund goals. Initiate and implement projects to influence nuclear test monitoring and verification R&D, targeting countries of concern. 2. NPAC TWG — influences U.S. Government research and development decisions.
	2004	1. Verification and Assets Fund -- Verification activities funds were used to fund critical research to aid in the exploitation of seismic data to determine if countries were adhering to their obligations under the NPT, Threshold Test Ban Treaty, and nuclear test moratoria. 2. NPAC TWG -- Symposium held in May 2004. NPAC TWG Participatory role in the NSC's Counterproliferation Technology Coordinating Committee.
	2003	Nonproliferation and Arms Control Technology Working Group (NPAC TWG) -- Report published October 2002. Three R&D conferences co-sponsored by NPAC TWG (BW, CW, and unattended radiation sensors.) Expanded organizational participation beyond "traditional" IC groups. Established Signatures Subcommittee.
	2002	1. Verification Assets Fund (V-Fund) utilized. 2. Verification Technology R&D and intelligence assets coordinated and supported. 3. The Department provided $400,000 to initiate a Program Office and to advocate funding the replacement for the COBRA JUDY radar (operated by the Department of Defense and the intelligence community), critical for verification of the Strategic Arms Reduction Treaty (START) and for missile proliferation assessments. 4. The Verification and Compliance Bureau (VC) co-chaired the interagency Nonproliferation and Arms Control Technology Working Group (NPAC TWG), which acts as a central Coordinator for verification technology and identifies shortfalls in funding for critical arms control and nonproliferation R&D projects. 5. The Department finalized the biennial NPAC TWG Report. As co-chair, VC assisted in sponsoring major symposia on Biological Weapons Detectors, Nuclear Explosion Detection, Chemical Weapons Detectors, and Unattended Radiation Sensors.
DATA QUALITY	Indicator Validation	Advocacy promoted through funding of V Fund activities and the NPAC TWG process is important to ensure that the right kind of sensors and collection assets exist (and new ones developed) to support the Department's WMD and anti-terrorism mission.
	Data Source	Department of State: VCI and IRM Bureaus.

V. Illustrative Examples

Weapons of Mass Destruction	
Libya Eliminates Weapons of Mass Destruction	In December 2003, Libya made a commitment to eliminate its nuclear, chemical, and biological weapons, and its long-range missiles. Libya has since signed and is implementing the IAEA Additional Protocol, cooperated with the U.S./UK to remove equipment from its nuclear weapons program, acceded to the CWC, destroyed CW munitions, eliminated its SCUD-C missile force, and agreed to ultimately eliminate its SCUD-B missiles so that Libya will no longer have a MTCR Category I range/payload capable system. The U.S., UK, and Libya have established the Trilateral Steering and Cooperation Committee (TSCC), a forum for continuing implementation of Libya's commitments over the long-term, including in the area of cooperative engagement on scientific and engineering initiatives. Libya's strategic decision to forego and dismantle such weapons has resulted in positive benefits accruing to Libya. This "Libyan model" of dismantlement offers the promise of a better future for other states that make a similar strategic decision. The Department also launched Scientist Engagement Initiative to integrate former weapons experts into the global science community and deter them from transferring their expertise to terrorists or states of concern.
Resolution of Liability for U.S.-Russian Agreements	In July 2005, the United States and the Russian Federation successfully completed negotiations resulting in conformed English and Russian texts of the long-awaited liability protections protocol for the plutonium disposition program. This protocol is now ready for the formal governmental approval process in Russia, after which both countries will sign it. Resolving this issue facilitates each country's plan to dispose of 34 metric tons of surplus weapon-grade plutonium - enough for more than eight thousand nuclear weapons. In addition, the liability protocol will provide a path forward for cooperation in a number of other nonproliferation and threat reduction areas, including possible new programs under the 1992 Cooperative Threat Reduction Umbrella Agreement and extension of that critical agreement (which would otherwise expire in June 2006) as early as possible.
The Proliferation Security Initiative	Proliferation Security Initiative (PSI) partners continue to build a network of cooperation aimed at improving national capacities to act with speed and effectiveness to stop WMD trafficking on the land, at sea, and in the air. Secretary Rice noted on May 31, 2005 eleven cases in which PSI cooperation has stopped the transshipment of material and equipment bound for countries of proliferation concern, including Iran. Through Executive Order 13382, PSI efforts are cutting off funding to entities engaged in WMD-related trafficking. The focus of the PSI remains on operationalizing the Initiative as evidenced by the nine interdiction exercises that will be conducted around the world during FY 2005, the conclusion of six PSI shipboarding agreements to date, and greater involvement of law enforcement organizations. The PSI has gained even greater acceptance throughout the global community with approval of UN Security Resolution 1540 calling for international cooperation against WMD trafficking and supportive statements from the UN High Level Panel and the UN Secretary General.
IAEA Board Committee on Safeguards and Verification	In June 2005, the IAEA Board of Governors agreed to establish a Committee on Safeguards and Verification, as President Bush proposed in February 2004. This Committee will consider ways to strengthen the IAEA safeguards system, and thereby strengthen the IAEA's ability to ensure that countries comply with their nuclear proliferation obligations.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
International Organization Affairs	109,859	65,977	112,821
International Security and Nonproliferation	32,210	32,258	33,215
European and Eurasian Affairs	18,674	18,589	18,005
Verification and Compliance	2,529	2,632	16,064
Other Bureaus	126,459	42,876	30,856
Total State Appropriations	**$289,731**	**$162,332**	**$210,961**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	-	-	-
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	65,064	51,756	48,156
Independent Agencies	-	-	-
Department of State	197,260	195,872	209,050
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education and Training	-	-	-
Foreign Military Financing	16,224	16,752	15,789
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$278,548**	**$264,380**	**$272,995**
Grand Total	**$568,279**	**$426,712**	**$483,956**

Strategic Goal 5: International Crime and Drugs

Minimize the Impact of International Crime and Illegal Drugs on the United States and Its Citizens

I. Public Benefit

Americans face growing security threats, both at home and abroad, from international terrorist networks and their allies in the illegal drug trade and international criminal enterprises. Illegal drugs impose a staggering toll, killing more than 19,000 Americans annually and costing more than $160 billion in terms of law enforcement, drug-related heath care, and lost productivity. This is in addition to the wasted lives; the devastating impact on families, schools, and communities; and the generally corrosive effect on public institutions.

International crime groups also pose critical threats to U.S. interests, undermine the rule of law and enable transnational threats to grow. International trafficking in persons, smuggling of migrants and contraband, money laundering, cyber crime, theft of intellectual property rights, vehicle theft, public corruption, environmental crimes, and trafficking in small arms cost U.S. taxpayers and businesses billions of dollars each year. Experts estimate that non-drug crime accounts for half of the estimated $1.8 trillion of money laundered each year globally.

The events of 9/11 and their aftermath highlight the close connections and overlap among international terrorists, drug traffickers, and transnational criminals. All three groups seek out weak states with feeble judicial systems, whose governments they can corrupt or even dominate. Such groups jeopardize peace and freedom, undermine the rule of law, menace local and regional stability, and threaten the U.S. and its friends and allies.

To meet these challenges, the Department and USAID support a robust and comprehensive range of public-private, bilateral, regional, and global initiatives and assistance programs to build up the law enforcement capabilities of foreign governments to help stop these threats before they reach U.S. soil. The Department works with other U.S. Government agencies and foreign governments to break up drug trafficking and other international crime groups, disrupt their operations, arrest and imprison their leaders, and seize their assets. It also provides small farmers in drug producing areas in the Andean ridge, Afghanistan and Southeast Asia the means to abandon illicit crop production permanently by developing viable economic alternatives and improving social conditions of farm families. The U.S.-backed coca eradication and interdiction programs in Colombia, for example, have removed an estimated 1,400 metric potential tons of cocaine from the global drug market since the high-point of Colombia production in 2001 (the bulk of Colombia cocaine goes to the United States). One effect of this disruption has been a 19 percent increase in the street price and a 15 percent drop in the purity of cocaine sold in the United States over the past year. On the other side of the world, the U.S.-backed counternarcotics program in Afghanistan, the source of 90 percent of the world's illicit heroin, contributed to a 48 percent decrease in opium poppy cultivation.

To expand the reach of government and help establish the rule of law, which is critical to political stability in source countries struggling against narco-terrorists, USAID strengthens courts and prosecutorial offices, creates less corrupt and more transparent national and local government structures, and improves civil society advocacy. To strengthen law enforcement in key countries and areas emerging from a state of violent conflict, the Department provides American civilian police and police experts to UN, regional, or other peacekeeping operations to establish or rebuild democratic and professional police forces in those areas.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	704	695	701	6	0.9%
Funds[2]	$2,138,741	$1,435,829	$1,750,976	$315,147	21.9%

Note (1): Department of State direct-funded positions. Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the International Crime and Drugs strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
International Crime and Drugs	Disruption of Criminal Organizations	Andean Counterdrug Initiative	ACI, CIO, D&CP, DA	INL, WHA, LAC	DoD, DEA, DOJ, ONDCP, CNC
		Global Poppy Cultivation	ACI, CIO, D&CP, DA	INL, WHA, SA, EAP, LAC	DoD, DEA, DOJ, ONDCP, CNC
		Anti-Trafficking in Persons Capacities	CIO, D&CP, DA, ESF, FSA, INCLE, MRA, SEED	G/TIP, PPC/P	DOJ, DOL, DHS, UN, IOM, ILO, Asia Foundation, OAS, OSCE, SECI, ASEAN, ECOWAS, SADC, Stability Pact
		International Narcotics Control and Law Enforcement in the Western Hemisphere	D&CP, INCLE	INL, WHA	DEA, DOJ
	Law Enforcement and Judicial Systems	Transnational Crime	CIO, D&CP, FSA, INCLE, SEED	INL, L	FBI, DEA, DHS, DOJ, DOC, OGC, Treasury, UN, HSTC
		Environmental Law Enforcement	ESF	OES	DOJ, EPA, USFWS, International Network on Environmental Compliance and Enforcement, Traffic International, WildAid, other NGOs, CITES

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
IC.01 INTERNATIONAL TRAFFICKING IN DRUGS, PERSONS, AND OTHER ILLICIT GOODS DISRUPTED AND CRIMINAL ORGANIZATIONS DISMANTLED.

I/P #1: Andean Counterdrug Initiative

Reinforce the unified campaign against drug trafficking and the terrorists who benefit from it.

Outcome Indicator

Indicator #1: Foreign Cultivation of Coca in Hectares (PART)

TARGETS	**FY 2007**	Total: 88,500
	FY 2006	Total: 111,000
RESULTS	2005	At this point, data is pending; CNC estimates will be available March 2006. Based on the limited amount of reporting received at this time, it is unlikely that the targets for lower coca cultivation will be met.
	2004	Total: 166,200
	2003	Total: 166,300
	2002	Total: 205,450
DATA QUALITY	Indicator Validation	The best indicator for measuring the efforts to reduce the flow of cocaine to the US is the number of hectares of coca under cultivation and the estimated gross production.
	Data Source	The CIA's Crime and Narcotics Center (CNC).

Outcome Indicator

Indicator #2: Seizures of Cocaine, Measured in Metric Tons, from Bolivia, Colombia, Ecuador, and Peru (PART)

TARGETS	**FY 2007**	Seizure Rate: 30% of total net production.
	FY 2006	Seizure Rate: 28% of total net production.
RESULTS	2005	Seizures were running ahead of the 2004 record year and are up significantly in some countries, such as Colombia and Ecuador. Final data will be available in February 2006.
	2004	Total seized 199 mts; Estimated Production: 770 mts; Seizure Rate: 26% of total net production.
	2003	Total seized: 165 mts Estimated Production: 665 mts Seizure Rate: 24% of total net production.
	2002	Baseline: Total seized: 142 mts Estimated Production: 816 mts Seizure Rate: 17% of total net production.
DATA QUALITY	Indicator Validation	Statistics on seizures complement estimates on cultivation and production. They indicate law enforcement effectiveness but much less reliable as a snapshot of drug trafficking.
	Data Source	Seizure statistics from host government and are included annually in the International Narcotics Control Strategy Report. The quality of the data varies by government.

I/P #2: Global Poppy Cultivation

Strengthen the unified campaign against drug trafficking and the terrorists who benefit from it.

Output Indicator

Indicator #1: Cultivation of Illicit Opium Poppy in Hectares in Afghanistan

TARGETS	**FY 2007**	Five percent reduction in cultivation from FY 2006 (96,929 hectares).
	FY 2006	Five percent reduction in cultivation from FY 2005 (102,030 hectares).
RESULTS	2005	107,400 hectares under cultivation. A 48% reduction over 2004.
	2004	Funding was received late in 2004. Due to late deployment and early spring, most poppy was harvested before it could be eradicated. Poppy cultivation expanded 239% over the previous year, reaching a level of 206,000 hectares under cultivation.
	2003	30,750 hectares under cultivation. Planting resumed in the fall of 2001 during Operation Enduring Freedom and the collapse of the Taliban regime. In 2002, Afghanistan resumed its position as the world's largest producer of opium and heroin.
	2002	141,200 hectares under cultivation.
DATA QUALITY	Indicator Validation	Level of cultivation is the single best indicator of poppy and therefore heroin production. It has the added advantage of pinpointing poppy-growing areas so they can be targeted for eradication and other counter narcotics programs.
	Data Source	CIA Crime and Narcotics Center.

Output Indicator		
Indicator #2: Number of Hectares Devoted to Licit Agricultural and/or Forestry Products Developed or Expanded in Areas Receiving USAID Assistance		
TARGETS	**FY 2007**	350,823 Hectares
	FY 2006	344,160 Hectares
RESULTS	2005	310,281 Hectares
	2004	N/A (New FY 2005 indicator)
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator will measure the impact of USAID programs to expand production of licit crops and forestry products, thereby expanding licit economic opportunities.
	Data Source	USAID annual reports from operating units.

I/P #3: Anti-Trafficking in Persons Capacities

Train law enforcement officials and service providers to work collaboratively to take preventive measures against trafficking in persons, identify and prosecute traffickers, and protect victims.

Output Indicator		
Indicator #1: Number of Countries Strengthening and Enforcing Anti-Trafficking Laws		
TARGETS	**FY 2007**	The number of prosecutions against traffickers increases worldwide by 2 percent. With USG assistance, fortify judicial awareness and increase commitment convictions in South and Central America. Two additional countries receiving USG assistance successfully adopt comprehensive anti-trafficking law(s).
	FY 2006	1. Ten countries move up a tier or off the Tier 2 Watch List classification based on fulfillment of G/TIP-provided country strategies. 2. Two additional countries receiving USG assistance successfully adopt comprehensive anti-trafficking law(s). 3. The number of prosecutions against traffickers increases worldwide. Two additional countries receive USG assistance to amend or develop their own anti-trafficking law. With USG assistance, three Caribbean countries begin regional cooperation (law enforcement).

RESULTS	2005	1. Tier 1: 24. 2. Tier 2: 77. 3. Tier 2 Watchlist (Tier 2 countries that have a significant number of victims in severe forms of trafficking or fail to provide evidence of increasing efforts to combat severe forms of trafficking from the previous years or commit to take additional steps over the next year): 27. 4. Tier 3: 14. 5. Upward shift of countries on the tier ladder with 31 of the 42 Tier 2 Watchlist countries moving to Tier 2 in 2005. Global law enforcement data shows that convictions are slightly increased, but prosecutions have decreased.
	2004	1. Increased number of countries in Tier 1 by five, bringing total to 31 countries. Tier rating targets for 2004 TIP Report: • Tier 1 : 31 • Tier 2 : 80 • Tier 3 : 12 2. Enhanced research and data collection; include the addition of countries to TIP report. 3. Enhanced public awareness in U.S. and abroad. Thirty additional countries, including the U.S., ratified UN Trafficking in Persons Protocol.
	2003	1. Results 2003 • Tier 1: 26 • Tier 2: 75 • Tier 3: 15 2. Forty-two percent of Tier 2 and Tier 3 countries use Department assistance to develop or further anti-trafficking initiatives. 3. Third TIP Report was issued and includes 26 additional countries for a total of 116. 4. Promoted "best practices" through five new bilateral and regional initiatives among source, transit, and destination countries. 5. Forty-two countries ratified UN Trafficking in Persons Protocol, which entered into force.
	2002	1. The President's Interagency Taskforce and Senior Policy Advisory Group coordinated anti-trafficking policy. 2. Second *Trafficking in Persons Report* was issued. 3. Ratification package for UN Trafficking in Persons Protocol was sent to the Senate.
DATA QUALITY	Indicator Validation	Strengthened laws containing strong penalties against traffickers and protections for victims indicate concrete efforts to combat traffickers and assist victims.
	Data Source	Annual Department of State *Trafficking in Persons Report*. UN Trafficking in Persons Protocol website.

Output Indicator

Indicator #2: Number of People Reached Through USAID-Supported Anti-Trafficking in Persons Programs

TARGETS	**FY 2007**	1. 294,671 stakeholders educated or trained. 2. 67,842 survivors of TIP receive counseling and other support services.
	FY 2006	1. 280,638 stakeholders educated or trained. 2. 64,611 survivors of TIP receive counseling and other support services.
RESULTS	2005	1. 267,275 stakeholders educated or trained. 2. 61,534 survivors of TIP receive counseling and other support services.
	2004	1. 52,353,308 persons reached by public awareness. 2. 16,291 officials educated or trained. 3. 45,844 survivors of TIP receive counseling and other support services.
	2003	Baselines: 1. 5,060,500 persons reached by public awareness. 2. 3,737 officials educated or trained. 3. 362 survivors of TIP receive counseling and other support services.
	2002	N/A
DATA QUALITY	Indicator Validation	By training stakeholders on the legal and human rights issues of trafficking, and by providing support services to the survivors of trafficking, USAID's efforts will result in the mitigation of the numbers of people trafficked and in the consequences of trafficking. Stakeholders include government officials, non-governmental organizations, journalists, private sector participants, community leaders and members, and/or religious organization leaders. Numbers used for all targets are cumulative over baseline figures.
	Data Source	USAID Annual Reports from operating units.

I/P #4: International Narcotics Control and Law Enforcement in the Western Hemisphere

Reduce and disrupt the production and flow of illicit drugs and counter other trans-border criminal activity in this zone that directly threatens the U.S.

Output Indicator

Indicator #1: Disrupt and Reduce the Flow of Andean Cocaine Entering the U.S. Arrival Zone (Mexico, Central America and the Caribbean) (PART)

TARGETS	**FY 2007**	205 mts
	FY 2006	205 mts
RESULTS	2005	Interagency drug flow assessment will be available May 2006.
	2004	325 mts
	2003	227 mts
	2002	Baseline year of 1999: 341 mts 2002 Results: 354 mts
DATA QUALITY	Indicator Validation	Seizures of illicit narcotics is central to the counter narcotics program.
	Data Source	Drug Enforcement Agency statistics, Interagency Assessment of Cocaine Movement, Bureau of International Narcotics and Law Enforcement reporting.

Annual Performance Goal #2

IC.02 STATES COOPERATE INTERNATIONALLY TO SET AND IMPLEMENT ANTI-DRUG AND ANTI-CRIME STANDARDS, SHARE FINANCIAL AND POLITICAL BURDENS, AND CLOSE OFF SAFE-HAVENS THROUGH JUSTICE SYSTEMS AND RELATED INSTITUTION BUILDING.

I/P #5: Transnational Crime

Confront critical transnational criminal threats through International Law Enforcement Academies (ILEAs) and targeted efforts to fight corruption, money laundering/terrorist financing, threats to port and aviation security, cybercrime, and intellectual property rights theft.

Output Indicator

Indicator #1: Number of Officials Trained at International Law Enforcement Academies

TARGETS	**FY 2007**	3,200 trained.
	FY 2006	2,800.
RESULTS	2005	2,856.
	2004	2,400.

	2003	2,200.
	2002	2,100.
DATA QUALITY	Indicator Validation	Training is a major component of U.S. anti-crime assistance and correlates positively with institution building efforts to improve and professionalize foreign law enforcement agencies and institutions. U.S.-trained officers tend to move up to positions of leadership more rapidly than their peers and are more likely to cooperate with USG agencies at the operational level. They are also more open to and supportive of regional cooperation, particularly with counterparts from other countries who trained with them at the ILEAs.
	Data Source	The Department and other agencies involved in training track the numbers.

Output Indicator

Indicator #2: Status of UN Convention Against Corruption

TARGETS	**FY 2007**	First Conference of Parties take place. States Parties to the Convention meet formally to elaborate effective ways to promote implementation.
	FY 2006	Convention is ratified by enough parties (30) so that it enters into force. (Convention entered into force on December 14, 2005.)
RESULTS	2005	Thirty-three countries ratified as of September 27, 2005.
	2004	Convention negotiations finalized in October 2003. Convention opened for signature in December 2003.
	2003	Consensus reached on text of all major provisions.
	2002	Progress made at three negotiating sessions.
DATA QUALITY	Indicator Validation	As with the Convention Against Transnational Organized Crime, the Convention Against Corruption represents the first stage of developing international cooperation to combat corruption by setting out international standards and norms. Once the treaty enters into force, it takes on the force of international law for the parties, who are under obligation to take the necessary domestic steps to implement its provisions.
	Data Source	UN tracks and provides data.

Output Indicator		
Indicator #3: Status of Financial Action Task Force on Money Laundering List of Non-Cooperative Countries and Territories		
TARGETS	**FY 2007**	Target of removing all countries/territories listed prior to 2004 achieved in FY 2006. Plan for and/or provide assistance to any new countries/territories added in 2004. As of July 2005, the Financial Action Task Force (FATF) had not added any other countries to the list.
	FY 2006	Financial Action Task Force (FATF) removes all countries from List that were added prior to 2004.
RESULTS	2005	FATF removed three countries from list in February 2005; three countries remain on list.
	2004	FATF removed three countries from list; six countries remain on list.
	2003	FATF removed eight countries from list; eleven countries remain on list.
	2002	Baseline: FATF removed four countries from the list; fifteen countries remain on the list.
DATA QUALITY	Indicator Validation	The Department uses FATF standard to measure the effectiveness of the anti-money laundering regimes of problem countries and territories. The FATF process not only identifies problem countries and territories, it applies pressure on them to improve their anti-money laundering performance. "Graduation" from the NCCT list is an important milestone both for individual countries and for the global effort in combating money laundering.
	Data Source	FATF provides data.

I/P #6: Environmental Law Enforcement

Build capacity in key countries for good domestic environmental governance and rule of law, and to fight environmental crime that threatens sustainable development.

Output Indicator		
Indicator #1: Capacity Built for Effective Environmental Laws, Enforcement, Compliance and Anti-Corruption		
TARGETS	**FY 2007**	Association of Southeast Asian Nations Wildlife Enforcement Network (ASEAN-WEN) Secretariat is established. Coalition Against Wildlife Trafficking (CAWT) collaborates with African and South American governments to initiate a process to establish regional wildlife law enforcement networks aimed at increasing capacity and promoting cooperation to stem illegal wildlife trafficking. 2-3 key developing countries or emerging economies demonstrate measurable improvements in the effectiveness of domestic environmental laws, enforcement and compliance programs.
	FY 2006	Wildlife law enforcement capacity building efforts focus on strengthening both domestic and regional capacity to interdict critical species in Africa and South East Asia. ASEAN countries announce formation of regional WEN. CAWT adds corporate and government partners and begins efforts in Africa and Latin America. Integrated environmental enforcement capacity building efforts extended to 2 additional countries and reflect enhanced integration of themes, skills and stakeholders.

RESULTS	2005	Thailand proposes regional wildlife law enforcement network; OES mobilizes DOJ, U.S. Fish and Wildlife Service and NGOs to assist. USG and seven global wildlife conservation groups launch the global CAWT. CAWT co-sponsors ASEAN workshop and Ministerial for establishment of regional wildlife law enforcement network. Institute for Law Enforcement Administration (ILEA) Gaborone debuts revised Principles of Environmental Laws and Enforcement (PELE) workshop for southern Africa. U.S. and U.K. develop joint training program for South Africa's new multi-agency environmental inspectorate. NAFTA environment commission approves U.S.-proposed green customs program. Dominican Republic-Central American-U.S. Environmental Cooperation Agreement (ECA) and U.S.-Chile ECA Work Program finalized with strong focus on enforcement. Chile implementation launched with enforcement workshop and study tour of Chilean enforcement officials to U.S.
	2004	Wildlife enforcement training conducted at Bangkok and Gaborone ILEAs. Thailand launches wildlife enforcement initiative following training. USG interagency team integrates training on environmental law, enforcement and anti-corruption into new workshop on "Principles of Environmental Laws and Enforcement"; advises United Nations Environment Program (UNEP) on curriculum for global environmental training for judges and customs officials. Department supports first North America integrated training on traffic in hazardous waste, ozone-depleting substances, and endangered species on the U.S./Mexico border, including a focus on mechanisms to combat corruption. Free Trade Agreements (FTAs) and associated ECAs with Chile, Jordan, Morocco, Bahrain and Singapore commit these countries to effective enforcement of environmental laws, and cooperative efforts to improve legal and enforcement capacity.
	2003	U.S.-Chile FTA and ECA include capacity-building for environmental enforcement. U.S. co-sponsored mahogany working group facilitated implementation of CITES Appendix II listing. Public information campaign organized for regional collaboration on wildlife protection in the Amazon Basin.
	2002	USG efforts at the World Summit for Sustainable Development successfully led to inclusion in the Johannesburg Plan of Implementation of the strongest language to date on domestic good governance as a foundation of sustainable development. International Maritime Organization (IMO) developed an on-line reporting system to track piracy, adopted a Code of Investigation for Piracy and Unlawful Acts at Sea, and drafted changes to the Safety of Life at Sea to improve maritime security.
DATA QUALITY	Indicator Validation	A developing country's natural resources are a critical part of its economic base supporting development. Environmental crime is increasingly linked to other types of crime, corruption and governance challenges. Clear rules, effective enforcement, and anti-corruption efforts in environment and natural resources decision-making are thus key aspects of rule of law that is essential for sustainable development. Building capacity in this area can foster acceptance of USG rule of law goals, with less controversy than efforts in other sectors.
	Data Source	OES directly tracks capacity-building activities and relies on reporting on outcomes from Environmental Hub and ESTH officers in U.S. Embassies, USAID Missions and other partners.

V. Illustrative Examples

International Crime and Drugs	
Progress on Anticorruption Efforts	With President Bush's leadership, APEC has come together to take strong action against corruption. Following on their bold commitments to fight corruption made last year in Santiago, Chile, APEC leaders agreed in Busan, Korea to intensify regional cooperation to deny safe haven to officials and individuals guilty of corruption, make the implementation of principles of the United Nations Convention Against Corruption (UNCAC) a top priority, and support business leaders' commitment at this year's APEC CEO Summit to operate their corporate affairs with the highest level of integrity and sound corporate governance practices. USAID articulated a priority focus on fighting corruption with the issuance of the USAID Anticorruption Strategy in February 2005. Its key action steps include incorporating anticorruption objectives into a broader range of USAID programs and improving the analysis that is used to determine appropriate program investments. A new anticorruption assessment framework is being developed and has been piloted in two countries, and several missions have developed programs to address corruption in sectors such as health care, education and infrastructure as well as in more typical governance and rule of law activities. USAID is also collaborating with the State Department in providing technical and financial resources to support the G8 anticorruption initiative in four pilot countries.
Andean Counterdrug Initiative	The U.S. multi-year investment in the Andean Counterdrug Initiative to combat narco-terrorism in the Andean Region of South America is paying important political, security and economic dividends. For the first time ever, the Colombian government has established a security presence in all of the country's 1098 municipalities (equivalent to country seats), including many dominated previously by narco-terrorist groups. Civil violence has dropped dramatically over the past two years. Our most steadfast ally in the fight against illicit drugs, the Colombian government extradited more than 250 drug traffickers to the U.S. over the past two years, including the leader of the infamous Cali Cartel. Large challenges remain, however. Colombia continues to supply approximately 90 percent of the cocaine and heroin entering the U.S.
Trafficking in Persons	There are an estimated 600,000 to 4 million persons trafficked annually across and within international borders. Approximately 80 percent are female and up to half are minors. Between 14,500 and 17,500 individuals are trafficked into the United States each year. The 2003 Trafficking in Persons Reauthorization Act mandates the collection of law enforcement of data as part of a country's ranking in the Trafficking in Persons (TIP) Report. In 2003, there were 7,992 prosecutions and 2,815 convictions. In 2004, there were 6,885 prosecutions and 3,025 convictions. In 2003 and 2004, 63 countries passed new or amended laws related to human trafficking. Based on information received in 2005, State Department program assistance efforts around the world have led to the prosecution of 554 traffickers and 133 convictions. Additionally, 171, 990 victims were helped as a result of U.S. Government funding. The 2005 release of the Trafficking in Persons Report generated significant media attention including 14 Digital Video Conferences (DVCs) with embassies in countries including Kuwait, Pakistan, Bangladesh, Jamaica, Norway, and Ghana. The impact of the news coverage generated by the release of the Report and related DVCs reached 405 million people with the USG anti-human trafficking message. The Office to Monitor and Combat Trafficking in Persons continued to reach out to members of Congress and these activities led to the first-ever Congressional Delegation visit to focus of human trafficking. The Members of Congress met with government and NGO representatives in Greece, Moldova, Albania, and Egypt. This visit contributed to the passage of the 2005 Trafficking Victims Protection Reauthorization Act that was signed into law in January of 2006 and mandates a report to Congress on TIP-generated by post-conflict and humanitarian emergencies, Foreign Service Officer training on TIP as well as increased information on actions taken by International organizations to prevent TIP by peacekeepers. The reauthorization also requires the Department of Labor to provide information to G/TIP on instances of forced labor.

Law Enforcement in Post-Conflict Societies	In 2005, the Department established and began to provide specialized training for a Border Police and a Highway Patrol in Afghanistan. In Iraq, the Department's police training facilities in Jordan, Baghdad and regional academies, provided basic training for more than 50,000 new police recruits and follow-on training for thousands more. The police are beginning to establish a presence in urban areas and to stand their ground in attacks from insurgents. In both Haiti and Liberia, the U.S. is providing American police and police experts as part of the UN peacekeeping operations and is helping to train new national police forces to restore rule of law and build stability in those two countries. In Kosovo, the Department continued the drawdown of the American CIVPOL contingent (30 percent over the past year) as Kosovo police forces increased capacity and took control of local police precincts and more policing authority.
Licit Income Alternatives	Despite bold efforts by Colombia, Bolivia, and Peru to combat narcotrafficking, the lack of state presence in some areas has allowed illegal narcotics production and armed terrorist organizations to continue to flourish. The spillover of drug related criminal activity brings the threat of violence and instability to communities along Ecuador's northern border with Colombia. USAID is working with the governments of Bolivia, Colombia, and Peru to eradicate coca and opium poppy by providing licit income alternatives and strengthening communities. As a result, USAID has been able to: Develop sustainable farm-level production and market linkages to increase licit employment opportunities and incomes in coca growing regions; expand the presence of the state by improving participation in and access to local government institutions; improve general social conditions in areas such as health and education; and finance productive infrastructure and investments, such as roads and bridges, identified by participating communities.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Western Hemisphere Affairs	43,307	45,079	44,870
European and Eurasian Affairs	12,450	12,393	11,952
Near Eastern Affairs	5,245	5,591	7,363
East Asian and Pacific Affairs	6,220	7,060	6,187
Other Bureaus	148,550	71,563	72,897
Total State Appropriations	**$215,772**	**$141,686**	**$143,269**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	1,210	470	408
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	220,457	63,830	62,290
Independent Agencies	-	-	-
Department of State	1,672,541	1,199,583	1,516,990
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	1,324	1,344	1,258
Foreign Military Financing	27,437	28,916	26,761
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$1,922,969**	**$1,294,143**	**$1,607,707**
Grand Total	**$2,138,741**	**$1,435,829**	**$1,750,976**

Strategic Goal 6: American Citizens

Assist American Citizens to Travel, Conduct Business, and Live Abroad Securely

I. Public Benefit

The Department has no more vital responsibility than the protection of U.S. citizens while they are overseas. Approximately 4 million Americans reside abroad, and Americans make about 60 million trips outside the United States each year. The Department issues passports that identify individuals as U.S. citizens and enables them to travel internationally.

U.S. embassies and consulates offer a broad range of services to U.S. citizens abroad, such as assistance to U.S. citizens who die, fall ill, become destitute, or who are arrested. The Department must plan for the unexpected and be prepared to respond to crises abroad, such as transportation or natural disasters, and other situations in which U.S. citizens need assistance, including incidents of terrorism and serious crimes such as hostage taking, homicide, assault, domestic violence, child abuse, and international parental child abduction. The Department actively encourages host governments to adopt measures needed to protect Americans from crime, as well as social and political unrest and to ensure that they are equitably treated by the host country criminal justice system; develop effective investigative, prosecutorial, and other judicial capabilities to respond to American victims of crime; and expand their cooperation and information sharing with the United States in order to prevent terrorist attacks on U.S. citizens. The Department also works with foreign governments, other USG agencies and international organizations on transportation security initiatives. The Department also encourages countries to implement intercountry adoption systems that protect the interests of children, birth parents, and U.S. adoptive parents.

To alert Americans to conditions that may affect safety and travel abroad, the Department disseminates threat assessments to posts abroad and announcements to the public as quickly as possible, using all available means. The Department uses its websites, its Consular Information Program, a global Internet-based registration system, its overseas American citizen warden program, and the Overseas Security Advisory Council, a government-private sector partnership, to foster creative solutions to security related issues affecting U.S. private sector interests.

Through Passport Services, the Department provides the American public with the world's premier travel, citizenship and identity document. Passport Services continues to enhance the integrity of the U.S. passport, while maintaining the highest standards for excellence in customer service. The Biometrics collection program for U.S. passports leads the way towards the next generation of international travel documents – E-passports contain a contactless chip on which biometric and biographic information is recorded. These improvements will further strengthen international border security by ensuring both that the document is authentic and that the person carrying the E-passport is the American citizen to whom that document was issued.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	276	272	274	2	0.9%
Funds[2]	$82,966	$73,301	$73,347	$46	0.1%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the American Citizens strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
American Citizens	Assistance for U.S. Citizens Abroad	American Citizen Services	D&CP	CA	DOJ, DoD, HHS, DOT; NCMEC, other NGOs
	Passport Issuance and Integrity	Secure Passport Issuance	D&CP	CA	GPO, Treasury, DHS, SSA, USPS, USMS, HHS, ICAO, NAPHSIS, AAMVA

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
AC.01 U. S. CITIZENS HAVE THE CONSULAR INFORMATION, SERVICES AND PROTECTION THEY NEED TO RESIDE, CONDUCT BUSINESS, OR TRAVEL ABROAD.

I/P #1: American Citizen Services

Keep Americans safe abroad and provide emergency and non-emergency services to assist overseas Americans and persons in the United States who are concerned about them.

Output Indicator

Indicator #1: Status of Hague Convention on Intercountry Adoption

TARGETS	**FY 2007**	Incoming and outgoing adoptions meet legal standards of the Hague Convention.
	FY 2006	1. Authorize designated accrediting entities with signed agreements to accredit/approve adoption service providers. 2. Hague Adoption visa process regulations finalized. 3. Case registry for adoption cases finalized. 4. U.S. instruments of accession deposited in 2007.
RESULTS	2005	1. Adoption accreditation regulations finalized. 2. Adoption visa processing regulations drafted. 3. Adoption case registry and tracking software developed and in test phase. 4. Negotiations with potential accrediting entities toward signing agreements begun.
	2004	1. Published in the Federal Register proposed regulations on the accreditation and approval of adoption service providers, which must be accredited for Convention to enter into force. 2. Received approximately 1800 public comments on the proposed regulations and posted the public comments on the Bureau of Consular Affairs (CA) website. Prepared written responses to the public comments and revised regulations in light of public comment for internal CA policy review. 3. Published on CA website Request for Statements of Interest to solicit State government and nonprofit accrediting entities (AEs). Three nonprofit accreditors and 9 States (many more than expected) expressed interest in becoming accrediting entities. Department team met with and evaluated each of the candidates. Based on the evaluations, the Department found that four of the candidates did not meet criteria for becoming an AE and prepared to open negotiations with remaining candidates.
	2003	A Proposed Rule on the implementation of the Hague Convention on Intercountry Adoption and the Intercountry Adoption Act of 2000 was published in the Federal Register on September 15, 2003.
	2002	1. Adoption regulations were discussed and cleared with stakeholders and other federal agencies. 2. Software to manage international adoption cases was delayed to accommodate the Department's new responsibilities as Central Authority under the Hague Convention on adoptions.
DATA QUALITY	Indicator Validation	"Status of the Hague Convention on Intercountry Adoption" demonstrates essential tasks that must be completed prior to U.S. ratification of the Convention in order for the U.S. to meet the Convention's responsibilities.
	Data Source	Bureau of Consular Affairs records.

Input Indicator

Indicator #2: Status of Internet-Based Registration System

TARGETS	**FY 2007**	Continue to increase the number of American citizens using Internet Based Registration System (IBRS) and explore how we might further use IBRS to support posts contacting registrants.
	FY 2006	The now mature online registration database and the fully deployed American citizen services case management system application (ACS+) together provide a warden system for American citizen travelers that can be managed locally or remotely.
RESULTS	2005	By the end of FY 2005, more than 300,000 U.S. citizen travelers have registered in response to global events such as natural disasters and security concerns. Travel information, such as Consular Information Program documents, is automatically delivered to all registrants. With continuing deployment of the new ACS+ software to overseas consular posts, long-term travel information entered automatically interfaces with the appropriate posts' systems.
	2004	Launched a new, worldwide global Internet-based registration system that allows U.S. citizens access to secure online U.S. citizen registration system. The system is now operational and allows American citizens to receive timely travel information and enables embassies and consulates to track and assist American travelers and overseas residents.
	2003	Contract to manage the on-line registration system is on schedule and a 30-Day Notice of Proposed Information Collection was published in the Federal Register in September 2003.
	2002	Pilot software was developed for an Internet-based system that will allow Americans to register overseas travel itineraries at a central website.
DATA QUALITY	Indicator Validation	Global access to an online registration system with a database maintained and protected behind the Department's firewalls provides easily accessible, secure registration and management of U.S. citizen contact data, and enables efficient delivery of travel information and consular emergency services anywhere in the world.
	Data Source	Internet Based Registration System, U.S. embassy American Citizen Services units, Bureau of Consular Affairs (CA).

Annual Performance Goal #2
AC.02 EFFECTIVE AND TIMELY PASSPORT ISSUANCE, WITH DOCUMENT INTEGRITY ASSURED.

I/P #2: Secure Passport Issuance

Provide American citizens timely and effective passport issuance with document integrity assured.

Output Indicator

Indicator #1: Development of a Biometrics Collection Program for U.S. Passports (PART)

TARGETS	**FY 2007**	All new passports issued domestically will contain biometric data., including a chip to store the data.
	FY 2006	All passports issued domestically will contain biometric data by end of fiscal year.
RESULTS	2005	Pilot testing of biometric passport issuance process and operational field testing of prototype e-passports begun in 2005, with successful completion of the operational field test. Progress in conducting the pilot at the Special Issuance Agency (SIA) was delayed due to a vendor protest. The Department worked with Department of Justice attorneys to conclude litigation issues, so that the Bureau of Consular Affairs could proceed to initial production of biometric passports at SIA.
	2004	Procurement for biometric passport is underway and nearing completion. Initial awards for current procurement were made on October 8, 2004. Software has been developed for biometric passport issuance and is being tested. Public Key Infrastructure Certificate Authority has been established in the Department for digitally signing passports.
	2003	1. The International Civil Aviation Organization (ICAO) established standards for the integration of biometric identification information into passports and other Machine Readable Travel Documents (MRTDs) in May 2003, enabling the Department to begin implementing the standards in U.S. passports. 2. Initial planning and requirements definition are underway. In July 2003, the Department issued a Request for Information relating to the integration of a chip with integrated circuit technology into the traditional paper-based passport booklet.
	2002	Inclusion of biometric indicators in U.S. passports considered.
DATA QUALITY	Indicator Validation	Introducing biometrics into passports and other travel documents represents a major advance in the international effort to prevent imposter fraud. The U.S. Enhanced Border Security and Visa Reform Act requires nations participating in the Visa Waiver Program to incorporate biometrics into their passports.
	Data Source	Bureau of Consular Affairs data records.

Efficiency Indicator

Indicator #2: Number of Days Between Receipt of Routine Passport Application by Passport Services and Issuance of a Passport (PART)

TARGETS	**FY 2007**	90% of passport applications processed to issuance within 19 business days of receipt.
	FY 2006	90% of passport applications processed to issuance within 19 business days of receipt.
RESULTS	2005	In FY 2005, the Department issued 87.1% of passports within 19 business days of receipt. As a result of Hurricane Katrina in August 2005 and the subsequent closure of the New Orleans Passport Agency - our most productive passport processing facility, we lost 17% of our productive capacity and experienced system-wide disruptions. In the wake of Hurricane Katrina and increased demand, we missed our more aggressive target for this fiscal year by only 2.9 percentage points.
	2004	90% of passport applications processed to issuance within 21 business days of receipt.
	2003	Baseline: 90% of passports processed to issuance within 23 business days of receipt.
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures the timeliness of passport issuance.
	Data Source	Bureau of Consular Affairs data records.

V. Illustrative Examples

American Citizens	
Crisis Management	The Department played a major role in the interagency response to the December 26, 2004 tsunami that struck South Asia. The Bureau of Consular Affairs (CA) stood up a massive task force that followed up on over 15,000 specific welfare/whereabouts inquiries resulting from the crisis. The task force cooperated with DHS, HHS, DoD, and other USG agencies in working to confirm the safety of Americans, establish the identify of deceased American citizens, and providing assistance to survivors and the families of those killed. CA also sent three officers to contribute to the interagency and intergovernmental process of identifying tsunami victims and help Embassy Bangkok and Embassy Colombo in their efforts to assist American survivors. CA also moved quickly in the aftermath of the July 2005 bombings in London to ensure that American citizen victims received appropriate assistance and support, including financial support from DOJ's Office for Victims of Terrorism.
Hurricane Katrina and the New Orleans Passport Agency	Hurricane Katrina forced the Department to temporarily close the New Orleans Passport Agency, one of the three largest domestic passport service facilities and responsible for over 17% of Passport Services' annual workload. After careful consideration of both personnel safety and the safeguarding of critical National Security items, the Department elected to send a group of Department volunteers and contract staff to New Orleans to secure and remove that agencies' pending passport applications, associated personal identity documents and blank passports. Arriving in New Orleans, the recovery team worked under difficult conditions. Within two days, the recovery team loaded and carried over 120,000 applications, 184,000 blank U.S. passports, and several computer servers down 13 floors of an unlit stairwell and loaded them onto a tractor-trailer for delivery to the Passport Center in Charleston, South Carolina. The staff in Charleston, as well as at agencies around the country, stepped up to cover the loss of New Orleans' production facility. Due to the quick and effective response of the Passport Services staff across the nation, the Department was still able to meet the record-breaking demand for U.S. passports in FY 2005. The New Orleans Passport Agency was officially re-opened on December 13, 2005.
International Child Abduction	As part of the Department's efforts to promote awareness and effective implementation of the Hague Convention on the Civil Aspects of International Child Abduction, the Bureau of Consular Affairs joined the Hague Permanent Bureau to sponsor a Latin American Judicial Seminar involving 17 countries, the U.S., Canada and Spain. As a result of this, the Bureau of Consular Affairs was asked to participate in follow-on seminars in Costa Rica, El Salvador, and Colombia.
Intercountry Adoption	The Department's Adoption Unit in the Office of Children's Issues protects and promotes the option of intercountry adoption as a way to provide a permanent family placement for a child who cannot find one in his or her home country. CA negotiated and signed a bilateral adoptions agreement with Vietnam in June 2005. The Department coordinates policies on intercountry adoption with other countries and the international community, and promotes national adoption legislation and policies within the context of strong safeguards for the interests of children, birth parents and adoptive parents, as embodied in the Hague Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption. The Department is principally charged with implementing the Convention for the U.S. CA added 7 positions dedicated to Hague implementation in FY 2005. We have nearly completed proposed regulations on standards for adoption service providers; begun discussions to designate accrediting entities; and developed Internet-based portions of an automated adoption tracking system.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
European and Eurasian Affairs	18,674	18,589	17,529
East Asian and Pacific Affairs	12,403	13,353	13,293
Western Hemisphere Affairs	9,657	10,052	10,006
African Affairs	9,215	9,837	9,985
Other Bureaus	33,017	21,470	22,534
Total State Appropriations	**$82,966**	**$73,301**	**$73,347**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corporation	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	-	-	-
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	-	-	-
Independent Agencies	-	-	-
Department of State	-	-	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	-	-	-
Foreign Military Financing	-	-	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$ -**	**$ -**	**$ -**
Grand Total	**$82,966**	**$73,301**	**$73,347**

Strategic Goal 7: Democracy and Human Rights

Advance the Growth of Democracy and Good Governance, Including Civil Society, the Rule of Law, Respect for Human Rights, and Religious Freedom

I. Public Benefit

The United States recognizes the vital importance of democracy, human rights, and good governance to global security, prosperity, and freedom. Competitive political institutions, transparent democratic practices, and civic activism are strengthened when the rule of law and protection of universally-accepted standards of human rights are upheld. America's experience affirms our conviction that all people can live and prosper in peace when guided by a commitment to freedom and democracy. Increasing democracy, human rights, and good governance ensures a more peaceful world that is a great benefit to the United States and its citizens.

Protecting human rights and promoting democracy is a cornerstone of a U.S. foreign policy that seeks to end oppression, combat terrorism, and advocate democratic ideals and freedoms worldwide. Throughout his tenure, President Bush has articulated his vision of a world where freedom reigns, most clearly in his 2005 inaugural address: "It is the policy of the United States to seek and support the growth of democratic movements and institutions in every nation and culture, with the ultimate goal of ending tyranny in our world."

We seek opportunities to encourage and support human rights advocates and policy makers in countries that routinely ignore international human rights. This principle guides our decisions about international cooperation, the character of our foreign assistance, the allocation of resources, and our actions in international fora. The United States will stand beside any nation determined to build a better future by seeking the rewards of liberty for its people.

Institutionalizing democracy, human rights, and good governance is the focus of USAID programs in approximately 80 priority developing countries. With over 400 democracy officers worldwide, USAID works on the frontlines of democracy promotion to encourage the transition to, and consolidation of, democracy throughout the world. These officers are complemented by more than 150 human rights officers at U.S. embassies who advocate change, monitor, and report on the state of democracy and human rights practices, and call attention to human rights abuses and violations. Additionally, the Human Rights and Democracy Fund supports time sensitive, high impact programs promoting democratic change in more than thirty priority countries.

While the U.S. plays a leading role to promote democracy and human rights, the Department and USAID recognize that they are not uniquely American values. Democratization must ultimately be a process driven by a society's citizens. Toward that end, the Department and USAID work to ensure that democratic reforms reflect a representative political process.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	827	815	822	7	0.9%
Funds[2]	$2,233,207	$2,031,633	$2,144,303	$112,670	5.5%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Democracy and Human Rights strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Democracy and Human Rights	Democratic Systems and Practices	Global Democratic Reform	FSA, SEED, ACI, DA, D&CP, ESF, CIO, IO&P	DRL, Regional Bureaus DCHA/DG, AFR	DoD, DOJ, NGOs, UN, other international organizations
		Support of Democracy in Strategic Countries	D&CP, ESF, DA, FSA, SEED	DRL, Regional Bureaus, DCHA	DOJ, NGOs
		Support of Women's Political Participation in Priority Countries	D&CP, ESF, DA	DRL, G/IWI, IO, Regional Bureaus DCHA, AFR	NGOs
		Southeast European and Eurasian Democracy	FSA, SEED	EUR, EE	BBG, DOC, DHS, DOE, DOJ, EPA, NRC, NSF, Treasury, USDA, USTDA, NGOs, other international organizations, foreign governments
		Economic Support Fund (ESF) - Western Hemisphere Affairs	D&CP, ESF	WHA	DEA, DoD
	Universal Human Rights Standards	Multilateral Diplomacy	CIO, D&CP, IO&P	DRL, IO	UN, other international organizations, NGOs
		Protect Religious Freedom	D&CP	DRL	NGOs, other international organizations
		Labor Diplomacy and Advocacy for Workers' Rights	CIO, DA, D&CP, ESF	DRL, DCHA/DG	DOL, USTR, OPIC, DOC, NGOs, IFIs, ILO, other international organizations

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
DE.01 MEASURES ADOPTED TO DEVELOP TRANSPARENT AND ACCOUNTABLE DEMOCRATIC INSTITUTIONS, LAWS, AND ECONOMIC AND POLITICAL PROCESSES AND PRACTICES.

I/P #1: Global Democratic Reform		
Work with countries that are reforming government systems to create more democratic institutions and transparent political, economic, and legal processes, through bilateral engagement, multilateral mechanisms, and non-governmental (NGO) channels.		
Outcome Indicator		
Indicator #1: Strength of Local Governance in Nations Where USAID Assists the National Government		
TARGETS	**FY 2007**	75% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
	FY 2006	70% of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
RESULTS	2005	50% of USAID-assisted national governments devolved authorities to local governments with the corresponding access to financial resources.
	2004	Baselines: 1. 65% of USAID-assisted national governments devolved authorities to local governments with the corresponding access to financial resources. 2. Change in local government resources after USAID assistance.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Without access to financial resources, local governments will be unable to respond to local citizen concerns or to provide adequate services. Strong local governments, on the other hand, support democratic practices and participation as local citizens see the benefits of being able to influence local government decision-making and receive needed services. The indicator above has been respecified. Therefore, 2004 baseline data do not reflect the current indicator and should be re-evaluated.
	Data Source	USAID annual reports from operating units. Index was developed based on the World Bank report, Governance Matters III: Governance Indicators for 1996-2002 by Daniel Kaufmann, Aart Kraay, and Massimo Mastruzzi, June 30, 2003. The data and a web-based graphical interface are available at www.worldbank.org/wbi/governance/pubs/govmatters4.html

Outcome Indicator

Indicator #2: Extent to Which Legal Systems Support Democratic Processes and Uphold Human Rights in Areas with USAID-sponsored Mediation Centers and Justice Centers

TARGETS	**FY 2007**	1. Number of USAID-sponsored mediation centers (114) and justice centers (59) in target areas 2. Average pre-trial detention in days: 92.5
	FY 2006	1. Number of USAID-sponsored mediation centers (109) and justice centers (56) in target areas. 2. Average pre-trial detention in days: 141
RESULTS	2005	1. Average number of days to process a case: 224 2. Number of USAID-sponsored mediation centers (108) and justice centers (49) in target areas. 3. Average pre-trial detention in days: 128
	2004	Baselines: 1. Average total time it took to process a legal case before USAID assistance was 661.2 days. After USAID assistance began in 2004, the average number of days dropped to 244.3. 2. Number of USAID-sponsored mediation centers (88) and justice centers (47) in target areas. 3. Average pre-trial detention prior to USAID assistance: 479.25 days. After USAID assistance began in 2004, the average pre-trial detention was 143 days.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures the efficiency and effectiveness of the judicial system to establish justice and resolve disputes. Citizens have access to justice when they have effective mechanisms available to them to prevent the abuse of their rights, obtain remedies when their rights are abused, and to manage conflict peacefully.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #3: Number of People Trained by USAID in Anti-Corruption Practices

TARGETS	**FY 2007**	15,895
	FY 2006	29,333
RESULTS	2005	33,263
	2004	Baselines: 55,172
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Corruption is defined as the misuse of public position for direct or indirect personal gain. Strengthening existing institutional mechanisms to encourage ethical behavior and prevent corruption and abuse is important, including checks on formal state actors such as civil service reform (i.e., restructuring incentives and punishments), limits on civil servants' discretion, strengthened audits and investigative functions, more effective internal procedures for enhanced oversight, improved operating systems in government institutions, and building a public constituency against corruption.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #4: Human Rights and Democracy Fund Programs Receive Alternative Donor Support (non-USG funds) (PART)

TARGETS	**FY 2007**	20% of programs administered by the Bureau of Democracy, Human Rights and Labor (DRL) in countries where other donors have active democracy engagement receive alternative donor support, or conclude having fulfilled project goals.
	FY 2006	15% of DRL-administered programs in countries where other donors have active democracy engagement receive alternative donor support, or conclude successfully.
RESULTS	2005	Baseline: 10% of DRL-administered programs in countries where other donors have active democracy engagement receive alternative donor support, or conclude having fulfilled project goals.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	DRL will analyze why alternative donors decided to provide support to DRL start-up democracy projects. DRL expects that as programs demonstrate success and viability, alternative donors will be more likely to invest and support these projects long-term or replicate similar projects in repressive regimes.
	Data Source	Human Rights and Democracy Fund grantee reports.

Outcome Indicator

Indicator #5: Freedom House Index of Freedom in the World

TARGETS	**FY 2007**	Freedom House 2007 Report Net Progress: + change from previous year Net Change in Status: + change from previous year
	FY 2006	Freedom House 2006 Report Net Progress: + change from previous year Net Change in Status: + change from previous year
RESULTS	2005	Freedom House 2005 Report Free: 89 Partly Free: 54 Not Free: 49 Net Change: +1 Free
	2004	Freedom House 2004 Report Free: 88 Partly Free: 55 Not Free: 49 Net Change: -1
	2003	Freedom House 2003 Report Free: 89 Partly Free: 55 Not Free: 48 Net Change: +4
	2002	Freedom House 2002 Report Free: 85 Partly Free: 59 Not Free: 48 Net change: -1
DATA QUALITY	Indicator Validation	Freedom House's yearly Freedom Status rating provides an objective analysis of basic freedoms in 192 countries and 14 related and disputed territories. A positive change in status indicates progress toward the Department of State and USAID's freedom goals.
	Data Source	Freedom House "Freedom in the World" annual survey.

I/P #2: Support of Democracy in Strategic Countries

Promote democratic institutions and transparent political, economic, and legal processes, in strategic countries.

Outcome Indicator

Indicator #1: Progress Toward Civil and Political Freedom in Sub-Saharan Africa

TARGETS	FY 2007	Freedom House Political Rights and Civil Liberties Scores Political rights and civil liberties in each of the eleven priority countries is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. (See "Data Source" below for a complete list of priority countries). • Total Political Rights 59 out of 77 • Average Political Rights 5.36 • Total Civil Liberties 54 out of 77 • Average Civil Liberties 4.91
	FY 2006	• Total Political Rights 61 out of 77 • Average Political Rights 5.55 • Total Civil Liberties 56 out of 77 • Average Civil Liberties 5.09
RESULTS	2005	Baseline: • Total Political Rights 63 out of 77 • Average Political Rights 5.73 • Total Civil Liberties 58 out of 77 • Average Civil Liberties 5.27
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicate regional progress toward the Department of State and USAID's freedom goals for identified strategic countries.
	Data Source	Freedom House. The total and average annual Freedom House "civil liberty" and "political rights" ratings for Angola, Burundi, Cote d'Ivoire, Democratic Republic of the Congo, Ethiopia, Guinea, Liberia, Mauritania, Nigeria, Sudan, and Zimbabwe.

Outcome Indicator

Indicator #2: Progress Toward Civil and Political Freedom in East Asia and the Pacific

TARGETS	**FY 2007**	Freedom House Political Rights and Civil Liberties Scores Political rights and civil liberties in each of the nine priority countries is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. (See "Data Source" below for a complete list of priority countries). • Total Political Rights 41 out of 63 • Average Political Rights 4.56 • Total Civil Liberties 41 out of 63 • Average Civil Liberties 4.56
	FY 2006	• Total Political Rights 43 out of 63 • Average Political Rights 4.78 • Total Civil Liberties 43 out of 63 • Average Civil Liberties 4.78
RESULTS	2005	Baseline: • Total Political Rights 44 out of 63 • Average Political Rights 4.89 • Total Civil Liberties 44 out of 63 • Average Civil Liberties 4.89
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicate regional progress toward the Department of State and USAID's freedom goals for identified strategic countries.
	Data Source	Freedom House. The total and average annual Freedom House "civil liberty" and "political rights" ratings for Burma, Cambodia, China, East Timor, Indonesia, North Korea, Philippines, Thailand, and Vietnam.

Outcome Indicator

Indicator #3: Progress Toward Civil and Political Freedom in Eurasia

TARGETS	**FY 2007**	Freedom House Political Rights and Civil Liberties Scores Political rights and civil liberties in each of the seventeen priority countries and entities is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. (See "Data Source" below for a complete list of priority countries). • Total Political Rights 79 out of 119 • Average Political Rights 4.65 • Total Civil Liberties 69 out of 119 • Average Civil Liberties 4.06
	FY 2006	• Total Political Rights 82 out of 119 • Average Political Rights 4.82 • Total Civil Liberties 72 out of 119 • Average Civil Liberties 4.24
RESULTS	2005	Baseline: • Total Political Rights 85 out of 119 • Average Political Rights 5.00 • Total Civil Liberties 75 out of 119 • Average Civil Liberties 4.41
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicate regional progress toward the Department of State and USAID's freedom goals for identified strategic countries.
	Data Source	Freedom House. The total and average annual Freedom House "civil liberty" and "political rights" ratings for Azerbaijan, Belarus, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Russia, Serbia/Montenegro, Ukraine, Armenia, Tajikistan, Turkmenistan, Albania, Bosnia, Macedonia, and Uzbekistan.

Outcome Indicator

Indicator #4: Progress Toward Civil and Political Freedom in the Western Hemisphere		
TARGETS	FY 2007	Freedom House Political Rights and Civil Liberties Scores Political rights and civil liberties in each of the four priority countries is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. (See "Data Source" below for a complete list of priority countries). • Total Political Rights 15 out of 28 • Average Political Rights 3.75 • Total Civil Liberties 16 out of 28 • Average Civil Liberties 4.00
	FY 2006	• Total Political Rights 16 out of 28 • Average Political Rights 4.00 • Total Civil Liberties 17 out of 28 • Average Civil Liberties 4.25
RESULTS	2005	Baseline: • Total Political Rights 16 out of 28 • Average Political Rights 4.00 • Total Civil Liberties 17 out of 28 • Average Civil Liberties 4.25
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicate regional progress toward the Department of State and USAID's freedom goals for identified strategic countries.
	Data Source	Freedom House. The total and average annual Freedom House "civil liberty" and "political rights" ratings for Bolivia, Cuba, Nicaragua, and Venezuela.

Outcome Indicator

Indicator #5: Progress Toward Civil and Political Freedom in South Asia

TARGETS	**FY 2007**	Freedom House Political Rights and Civil Liberties Scores Political rights and civil liberties in each of the four priority countries is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. (See "Data Source" below for a complete list of priority countries). • Total Political Rights 19 out of 28 • Average Political Rights 4.75 • Total Civil Liberties 19 out of 28 • Average Civil Liberties 4.75
	FY 2006	• Total Political Rights 20 out of 28 • Average Political Rights 5.00 • Total Civil Liberties 20 out of 28 • Average Civil Liberties 5.00
RESULTS	2005	Baseline: • Total Political Rights 20 out of 28 • Average Political Rights 5.00 • Total Civil Liberties 20 out of 28 • Average Civil Liberties 5.00
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicate regional progress toward the Department of State and USAID's freedom goals for identified strategic countries.
	Data Source	Freedom House. The total and average annual Freedom House "civil liberty" and "political rights" ratings for Afghanistan, Bangladesh, Nepal, and Pakistan.

Outcome Indicator

Indicator #6: Progress Toward Civil and Political Freedom in the Middle East

TARGETS	**FY 2007**	Freedom House Political Rights and Civil Liberties Scores: Political rights and civil liberties in each of the democracy strategy focus countries/territories is scored on a scale of 1-7, with 1 representing the highest and 7 representing the lowest level of freedom. • Total Political Rights 59.5 out of 77 • Average Political Rights 5.41 • Total Civil Liberties 56 out of 77 • Average Civil Liberties 5.09 Degree to Which Democratic Civilian Rule and Political Freedom is Established and Maintained in the Middle East: • Elections are free, fair and competitive: • Parliamentary in Jordan; • Legislative elections in Morocco; • Parliamentary elections in Algeria; • Parliamentary elections in Bahrain; • Elections for Majlis al-Shura in Oman; • Elections for one half of the seats in regional councils in Saudi Arabia; • National Assembly elections in Kuwait.
	FY 2006	Freedom House Political Rights and Civil Liberties Scores: • Total Political Rights 61.5 out of 77 • Average Political Rights 5.59 • Total Civil Liberties 58 out of 77 • Average Civil Liberties 5.27 Degree to Which Democratic Civilian Rule and Political Freedom is Established and Maintained in the Middle East: • Elections are free, fair and competitive: • Municipal and Presidential elections in Yemen; • Parliamentary elections in Egypt; • Legislative elections in Qatar; • Elections in Bahrain held as scheduled and are free and fair; • Municipal council elections in Bahrain are deemed free and fair.
RESULTS	2005	Baseline Year for Freedom House Political Rights and Civil Liberties Scores: • Total Political Rights 63.5 out of 77 • Average Political Rights 5.77 • Total Civil Liberties 60 out of 77 • Average Civil Liberties 5.45 Degree to Which Democratic Civilian Rule and Political Freedom is Established and Maintained in the Middle East: • Elections that were scheduled to date have occurred and were free, fair and competitive. Free and fair elections also occurred in Saudi Arabia. Saudi Arabia held its first municipal elections and elections are now scheduled in additional municipalities. Many other countries have scheduled elections.
	2004	Freedom House: N/A Elections are Free, Fair and Competitive Presidential elections in Tunisia were held but were not contested. All other elections occurred and according to international observers were deemed to be free and fair. Constitutional referendum held in Qatar.

	2003	Freedom House: N/A Elections are Free, Fair and Competitive • Free and fair elections to be held: • National elections in Bahrain. • National elections in Yemen. • Parliamentary elections in Jordan. • National Assembly elections in Kuwait. • Consultative Assembly elections in Oman. • Municipal elections in Morocco. • Municipal elections in Qatar.
	2002	Freedom House: N/A Elections are Free, Fair and Competitive • Algeria and Morocco – Parliamentary elections held as scheduled; mixed results for freedom and fairness but making progress. • Egypt – Local council elections held as scheduled; appeared free and fair but not politically significant. • Significant increase in women candidates elected in Morocco.
DATA QUALITY	Indicator Validation	Freedom House ratings provide an objective yearly analysis of basic freedoms in each of our priority countries. A decrease in the total and average scores indicates regional progress toward the Department of State and USAID's freedom goals for identified democracy strategy focus countries.
	Data Source	Freedom House. U.S. Embassy reports. International Republican Institute (IRI). National Democratic Institute (NDI).

Outcome Indicator

Indicator #7: Progress Toward Constitutional Democracy in Afghanistan

TARGETS	**FY 2007**	1. Parliament demonstrates increased capacity to set a legislative agenda and generate laws, while managing debate and deliberation on key issues between different political groups/factions. 2. National and local governments act in accordance with the constitution. Officials are paid on time. Customs revenue is remitted to Kabul in a timely manner. Anti-corruption commission begins to address corruption within the government by holding government officials complicit in corruption accountable. 3. Human rights awareness, especially of the rights of women, is more widespread as indicated by fewer number of violations taking place. New violators are charged and convicted of crimes or human rights abuses, past violators treated in accordance with Government of Afghanistan (GOA) transitional justice plan.
	FY 2006	1. Parliament produces constructive legislation, approves responsible budgets, and oversees appropriate government operations, such as combating corruption and narcotics activity. 2. Civil liberties provisions remain intact and receive strong support from legal and executive institutions. 3. Citizens throughout the country have access to the Afghan Independent Human Rights Commission for resolution of human rights complaints. Human rights education becomes part of primary school education curriculum. 4. Courts in Kabul begin to hold trials in criminal cases. Justice sector staff in the provinces undergo training on justice sector legal environment. 5. Women are active political participants and hold public positions in Kabul and the central, regional and provincial government levels.

RESULTS	2005	1. Presidential elections held in October 2004. More than 10 million Afghans registered and 8 million participated in the election, 40 percent of whom were women. 2. President announced a reform-oriented and politically and ethnically balanced cabinet. 3. Provincial Council and National Assembly elections held in September 18, 2005; Provincial and National Assemblies inaugurated in November and December 2005, with successful application of internal rules by provincial councils to elect members of national upper house and rules similarly observed at national houses' level to select Parliamentary officers. 4. Two women are Cabinet Ministers (Minister of Women's Affairs and Minister of Martyrs and Disabled); first female governor appointed (Bamiyan). 5. 1.69 million new voters registered for upcoming parliamentary elections. 6. USAID constructed 27 judicial facilities across 12 provinces; trained 579 judges, over half of the Afghan judiciary, in a series of formal training programs; and codified, compiled, printed and disseminated 1,000 copies of Afghanistan's basic laws in Dari and Pashto in all 34 provinces for the first time ever.
	2004	1. Constitutional Loya Jirga adopts moderate, democratic constitution on January 4, 2004, with human rights provisions. Over 100 of the 500 delegates were women. 2. Of the over 9 million voters registrations recorded by August 40% were women. 3. Joint Election Management Board (JEMB) established to oversee registration and voting. 4. Political Party Law and Elections Law passed. 5. On July 29, 23 candidates announce bids for presidency; 18 of which were accepted by the JEMB. 6. Presidential elections not held until October 2004.
	2003	1. Constitutional Commission is established and drafts new Constitution. 2. Public consultations held in preparation for Constitutional Loya Jirga. 3. Human Rights and Judicial Commissions begin to address serious problems (ethnic abuses, women's rights violations, rule of law, war crimes/ethnic killings), and identify priority objectives. 4. Islamic Transitional Government of Afghanistan begins to develop rules and procedures for the elections in 2004, seeks countrywide consensus. 5. The form and composition of a parliamentary body are addressed. 6. Electoral commission is established. Voter registration begins. 7. Afghan Conservation Corps is established to provide income to Afghan returnees, fostering community-based efforts to promote sound land and water management.
	2002	Baseline (FY 2002): 1. Bonn Accord signed December 5, 2001. 2. Afghan Interim Authority (AIA) takes office on December 22, 2001 per the Accord. AIA begins process of planning the Emergency Loya Jirga (ELJ). 3. ELJ successfully held in June, Afghan Transitional Authority (ATA) formed (renamed Transitional Islamic State of Afghanistan (TISA) summer 2002). ELJ most broadly representative assembly in Afghan history. 4. Human Rights, Judicial and Constitutional Commissions formed as per the Bonn Accords. 5. ELJ peacefully elects a president. 6. No recognized constitution exists. 7. The Bonn Agreement reinstates the 1964 Constitution, except the monarchy provisions.
DATA QUALITY	Indicator Validation	Achieving progress towards meeting political objectives laid out in the Bonn Accord will effectively establish democratic rule in Afghanistan.
	Data Source	Joint Elections Management Board website; American Foreign Service Association (AFSA) report; UN and NGO human rights reports; U.S. Department of State, USAID and U.S. Embassy reports.

Outcome Indicator

Indicator #8: Iraqi Development of a Consolidated Democracy

TARGETS	**FY 2007**	1. Civil liberties provisions remain intact and receive strong support from legal and executive institutions. 2. New government encourages policies delineating national vs. local responsibilities. 3. The legislature provides real oversight of key government functions, including budgeting and security policies. 4. Iraqi non-governmental organizations (NGOs) begin to lobby the legislative and executive branches as well as local governments.
	FY 2006	1. The draft permanent constitution is successfully adopted in October 2005 referendum. 2. Law enforcement institutions begin to enforce and the judiciary begins to uphold civil liberties protections in the new constitution. 3. Successful October 2005 constitutional referendum. 4. Political parties announce coalitions and register for December elections, offering voters real choices. Parties and coalitions campaign peacefully. 5. December 2005 elections successfully held. Results of elections receive broad public support. 6. Newly elected government takes power peacefully in early 2006 with broad domestic and international legitimacy and support.
RESULTS	2005	1. Transitional government took power peacefully with broad domestic and international legitimacy. 2. National Assembly established constitutional drafting committee/commission. 3. Independent Election Commission of Iraq (IECI) establishes offices in all 18 governorates, organizes constitutional referendum and national elections for a permanent government under the new constitution. Voter registration begins.
	2004	Baseline: The Transitional Administrative Law (TAL) serves as the de facto constitution. No open and fair elections for over fifty years. Election laws adopted and IECI established. Institutional capacity weak.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator seeks to measure progress in Iraq toward a free and democratic society, one of U.S. foreign policy's highest priority goals.
	Data Source	Embassy reporting.

I/P #3: Support of Women's Political Participation in Priority Countries

Democracies cannot exist or survive without the full participation of all of their members, including women. This initiative advances opportunities for women in key countries to participate in all aspects of political life.

Outcome Indicator

Indicator #1: Level of Women's Political Participation in Iraq

TARGETS	FY 2007	1. Iraqi Women's Gift Fund supports political and advocacy training of women, increase capacity of existing Women's Centers, and establish 5 new Centers. 2. Women participate at senior levels in all political parties; and are appointed judges in Iraqi courts. 3. Women achieve and maintain 25% representation in National Assembly and play major roles in other political leadership positions. 4. Iraqi women form civil society associations and participate in political arena. 5. Initiative grantees form sister city partnerships with American universities, exchanging information, resources, students, and faculty.
	FY 2006	1. Iraqi women participate in writing of new laws that spell out and implement the new Constitution and preserve a tolerant personal status code for women. 2. Women's Leadership Institute established by grantee as a training and resource center for Iraqi women to continue to produce outstanding women leaders. 3. Women participate actively in October Constitutional referendum and December parliamentary elections. 4. At least 10 women from 2005 political training program sponsored by an Initiative grantee are candidates for new Council of Representatives; women fill 25% of seats in legislative assembly. 5. Initiative provides training to staff of Ministry for Women's Affairs, Ministry of Foreign Affairs, and Ministry of Human Rights, strengthening diplomatic ties and building capacity of Ministries.
RESULTS	2005	1. Six women appointed to Cabinet in April 2005. 2. Reported 67% of women voted. 3. 87 women elected to Transitional National Assembly (TNA); women make up 33% of body, surpassing target of 25%; at least 25 women in TNA were trained under Initiative grants. 4. Initiative grantees establish Women's Centers of varying size and capacity. Centers provided programs in education, governance issues, and computers. 5. Responding to Iraqi legal scholars and women's rights leaders, the U.S. House and Senate approved resolutions (H. Res 383/S. Res. 231) encouraging National Assembly to adopt a constitution granting women equal rights under the law.
	2004	1. $10 million Iraqi Women's Democracy Initiative began disbursing 7 grants for training Iraqi women in political leadership, communications, and coalition-building skills. 2. Worked with DOD, USAID, and Congressional Iraqi Women's Caucus to develop and implement initiative for 8-day training for Iraqi women political activists. 3. 6 women named to interim Iraqi Cabinet in May 2004 and 7 women to deputy minister positions. 4. The Transitional Administrative Law established equality for men and women.
	2003	Iraq in conflict. Women's rights not protected.
	2002	N/A
DATA QUALITY	Indicator Validation	Women's participation in key issue areas is an indication of women's ability to assert their rights and interests. The number of women in political office, positions of leadership in political parties, and other decision making positions indicates the emerging ability and willingness of women to participate in political processes.
	Data Source	Embassy reporting.

Outcome Indicator

Indicator #2: Level of Women's Political Participation in Afghanistan

TARGETS	FY 2007	1. U.S.-Afghan Women's Council (USAWC) adds new partnerships from among foundations, businesses, universities, and professional associations. 2. Afghan women are placed in non-traditional ministerial, deputy ministerial, and other policy level positions (such as Foreign Affairs, Justice, Interior, and Finance). 3. Afghan women secure positions as ambassadors, diplomats, judges, and members of the Judicial Commission. 4. Levels of female enrollment in schools and the workforce increase.
	FY 2006	1. Women's Resource Centers take on outreach role for newly elected female representatives and to bring educational and civic services to local women. 2. Women establish professional associations and develop advocacy skills on public policy issues.
RESULTS	2005	1. Fall elections yield 25% female representation in the Lower House. Many of these were directly elected by their constituents, rather than appointed to fill the quota. 2. 3 women appointed to cabinet positions, one woman to a sub-cabinet position, and 1 woman named provincial governor, the first in Afghanistan's history. 3. The USAWC, through Afghan Women Leaders Connect, provided computer equipment to Women's Resource Centers and judges. 4. USAWC, through Afghan Women Leaders Connect, provided funding for human rights awareness training to secondary school girls. 5. USAWC meeting held in Kabul, with the participation of the First Lady. 6. 15 of 17 Women's Resource Centers are completed.
	2004	1. Women constituted 102 of the 500 members of Constitutional Loya Jirga. 2. 2004 Constitution provided for equality of all persons. 3. Women were 41% of all registered voters in October 2004 elections. 4. One woman campaigned for president (parliamentary elections postponed to 2005). 5. Funding for Afghan Women's Judges Association legal literacy project for high school girls secured from INL. 6. USAWC partner provides partial funding (with INL) for training 4 Afghan women judges. Training provided by the International Association of Women Judges in June 2004. 7. Report to U.S. Congress submitted. 8. U.S.-Afghan Women's Council meets in June 2004 (Washington) and February 2004 (Kabul). 9. USAWC establishes Health Committee to create public/private partnerships for tackling key health issues for women and girls.
	2003	1. USAWC began giving grants to NGOs for political participation, microfinance, job skills training, literacy, and other educational programs in Women's Resource Centers. 2. Begin plans for women's dorm and Women's Teacher Training Institution and Literacy Initiative with involvement of First Lady. Post Conflict: "Big Idea" Mentoring Initiative began with Afghanistan; 25-30 Afghan women leaders begin 1-2 activities.
	2002	USG starts program to support inclusion of women in Afghan government; 14 Afghan women government officials come to U.S. for job skills and computer training programs. Presidents Bush and Karzai decree creation of U.S.-Afghan Women's Council.
DATA QUALITY	Indicator Validation	The increased enrollment of women in the workforce and schools, appointment and election of women to political office, the presence of women in positions of leadership in political parties, and their work on legal reform initiatives are indicative of Afghan women's increasing ability and capacity to participate in the political arena. The number of women in political office indicates the emerging ability and willingness of women to participate in political processes.
	Data Source	Embassy reporting, U.S.-Afghan Women's Council

Outcome Indicator

Indicator #3: Level of Women's Political Participation in Sudan		
TARGETS	FY 2007	Increased education of and advocacy for women by NGO's, as well as participation of Sudanese women in civil society initiatives as measured by increase in number of women's NGOs, women membership in or affiliation with NGOs and number of NGO activities over the previous year.
	FY 2006	Increased education of and advocacy for women by NGO's, as well as participation of Sudanese women in civil society initiatives as measured by increase in number of women's NGOs, women membership in or affiliation with NGOs and number of NGO activities over the previous year.
RESULTS	2005	Baseline: In FY 2005, Sudanese women's participation in civil society was severely limited and no women were permitted to vote or run for office. NGO programming geared specifically toward women was limited to programs that aimed to reduce sexual violence and treat victims of trauma.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Increased prominence of NGO education of and advocacy for women in the body politic of Sudan, as well as women's participation in Sudan's political activities are indicators of their emerging rights and improving status.
	Data Source	Cables from U.S. Missions, Embassies, and Offices, as well as the Country Reports on Human Rights Practices.

I/P #4: Southeast European and Eurasian Democracy

Ensure that countries in Europe and Eurasia are on an irreversible path to democracy and market-oriented economies.

Outcome Indicator

Indicator #1: Monitoring Country Progress Democracy Index (PART)

TARGETS	**FY 2007**	Progress toward democracy and a market-oriented economy in countries that receive Support to Eastern European Democracy (SEED) and Freedom Support Act (FSA) funding is scored on a scale of 1-5, with 5 representing the highest and 1 representing the lowest level of progress. (See "Data Source" below for a complete list of 2005 SEED and FSA countries). 1. SEED MCP Index scores: 3.4 out of 5– Croatia and Bulgaria still included for trend purposes and Kosovo added for the first time. Last year of assistance to Romania; 7-8 years away from phase-out for all others. 2. FSA MCP Index scores: 2.3 out of 5– Some progress in development of democratic institutions and practices.
	FY 2006	1. SEED MCP Index scores 3.3 out of 5. Phase-out assistance in democracy to Croatia and Bulgaria; close to phase-out for Romania. 2. FSA MCP Index scores 2.3 out of 5. Some progress in development of democratic institutions and practices. Phase out of democracy assistance for most countries 10 years or more away.
RESULTS	2005	1. SEED MCP Index scores 3.12 out of 5. Does not include graduated countries. 2. FSA MCP Index scores 1.84 out of 5. Backsliding in Russia and Belarus account for a significant portion of the drop in this score.
	2004	1. SEED MCP Index 3.05 out of 5. Although there was progress in all SEED countries except Croatia and Serbia-Montenegro, it was more modest than expected. 2. FSA MCP Index 1.89 out of 5. Due to reporting lags, these numbers do not yet reflect democratic breakthroughs in Ukraine, Georgia, or Kyrgyzstan. Retrenchment in Russia and failure to address competition in many countries is reflected in this reporting.
	2003	1. SEED Monitoring Country Progress Democracy Index scores 3.71 out of 5 (includes graduated countries of Eastern Europe). 2. FSA Monitoring Country Progress Democracy Index scores 1.96 out of 5 (represents changes that took place in 2002).
	2002	1. SEED MCP Democracy scores 2.99 out of 5. 2. FSA MCP Democracy scores 2.0 out of 5 (representing changes that took place in 2001).
DATA QUALITY	Indicator Validation	The MCP Index is a comprehensive measure of transition countries' progress toward democracy and a market-oriented economy because it incorporates several key democratic indicators including Electoral Process, Civil Society, Independent Media, and Corruption.
	Data Source	The MCP Democracy Index is constructed by the State Department's FSA and SEED Assistance Coordinator and USAID using Freedom House's annual publication, Nations in Transit, Embassy reporting, OSCE and Council of Europe reporting, USAID NGO Sustainability Index and Media Sustainability Index and other independent sources. Control of Corruption Index from the World Bank Institute can be found at http://info.worldbank.org/governance/. SEED Countries Albania, Bosnia/Herzegovina, Bulgaria, Croatia, Macedonia, Romania, and Serbia/Montenegro. Graduate Countries included in 2003: Estonia, Czech Republic, Slovenia, Hungary, Latvia, Lithuania, Poland, Slovak Republic. FSA Countries: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

I/P #5: Economic Support Fund (ESF) - Western Hemisphere Affairs

Provide foreign assistance funding in support of U.S. foreign policy goals, such as promoting democracy and encouraging economic growth.

Outcome Indicator

Indicator #1: Transparency International's Corruption Perceptions Index (WHA ESF PART)

TARGETS	**FY 2007**	3.70 out of 10 (10 = highly clean; 0 = highly corrupt).
	FY 2006	3.69 out of 10.
RESULTS	2005	Recent anti-corruption initiatives are expected to prevent a continued reduction in corruption perceptions.
	2004	3.68 out of 10
	2003	Baseline: 3.69 out of 10
	2002	N/A
DATA QUALITY	Indicator Validation	The Corruption Perceptions Index (CPI) measures one aspect of our efforts to promote democracy in the region. More of our ESF is spent on democracy, including anticorruption programs, than any other sector.
	Data Source	Transparency International. FY 2005 data will not be published until CY 2006.

Annual Performance Goal #2
DE.02 UNIVERSAL STANDARDS PROTECT HUMAN RIGHTS, INCLUDING THE RIGHTS OF WOMEN AND ETHNIC MINORITIES, RELIGIOUS FREEDOM, WORKER RIGHTS, AND THE REDUCTION OF CHILD LABOR.

I/P #6: Multilateral Diplomacy

Press governments with poor human rights records to move toward full protection of internationally recognized human rights.

Outcome Indicator

Indicator #1: Percentage of Priority U.S. Resolutions Adopted by the UN Commission on Human Rights

TARGETS	**FY 2007**	88%
	FY 2006	85% We will also support the Secretary-General's initiative to replace the Commission on Human Rights (CHR) with an action-oriented Human Rights Council, whose membership should not include states with the most egregious record of abuse. The new Council's mandate should be to address the most egregious human rights abuses, provide technical assistance, and promote human rights as a global priority.
RESULTS	2005	Despite the fact that the Secretary General and member states decried the UNCHR's declining credibility, the U.S. Government achieved virtually all of its priority objectives at the 2005 session of UN Commission on Human Rights. Together with its allies the United States defeated efforts to pass no-action motions and adopted resolutions on freedom of association, democracy, and the human rights situations in Cuba, Belarus, North Korea, and Burma. The U.S. and its allies secured passage of resolutions that supported human rights technical assistance but also condemned the human rights situations in Sudan and Nepal. International condemnation of anti-Semitism was referenced in a resolution on religious intolerance, and the CHR also defeated a resolution introduced by Cuba on detainees at Guantanamo. The United States agrees that the CHR lacks sufficient ability to pass meaningful resolutions that tangibly help in the promotion and protection of human rights and as a result, has actively participated in the UN Reform Process. We seek to ensure that a new Human Rights Council will have sufficient safeguards to deter violators from seeking election and prevent their election.
	2004	80% of key U.S.-supported resolutions were adopted. These were largely the same as the key resolutions in 2003, e.g., Cuba, North Korea, Belarus, and Turkmenistan. As for setbacks, a resolution on Chechnya was defeated, ones on China and Zimbabwe were blocked by procedural motions, and a measure on Sudan opposed by the U.S. for being too weak passed. The U.S. responded vigorously to Cuba's attempt to criticize the U.S. regarding detainees on the Guantanamo Bay Navy Base, eventually forcing Cuba to withdraw its resolution.
	2003	UNCHR passed resolutions on Cuba, North Korea, Belarus (U.S.-sponsored), Turkmenistan, Myanmar, and Iraq. Chechnya, Sudan, and Zimbabwe resolutions were defeated. The U.S. took a strong stand against Libyan chairmanship of UNCHR. The U.S. succeeded in blocking "special sitting" on Iraq, despite strong anti-U.S. bloc among some Muslim countries and some European Union states.
	2002	N/A (Indicator was not tracked because the U.S. was not a member of the UNCHR in 2002, but was re-elected as a member for 2003.)
DATA QUALITY	Indicator Validation	As the UN's primary forum on human rights, UNCHR actions on country-specific resolutions demonstrate how the international community deals with the most serious human rights abusers. UNCHR resolutions on democracy reinforce the interrelationship between human rights and democracy and strengthen the legitimacy of human rights and democracy development efforts in non-democratic countries.
	Data Source	U.S. cables and United Nations High Commissioner for Human Rights reporting. UNCHR voting record.

I/P #7: Protect Religious Freedom

Press governments with poor religious freedom records to move toward full protection of the right to manifest religion in worship, observance, practice, or teaching. This initiative focuses on undermining religious-based terrorism.

Outcome Indicator

Indicator #1: Status of Religious Freedom

TARGETS	**FY 2007**	1. Coordinate with key allies to press for religious freedom progress in two priority countries. 2. Significant policy changes are achieved in at least two target countries or regions. 3. Sufficient progress is achieved in at least one Country of Particular Concern to merit removing CPC designation.
	FY 2006	1. Maintain efforts to advance religious freedom in Countries of Particular Concern (CPC) where progress is deemed likely, with a focus on Saudi Arabia and Vietnam. 2. Undertake two additional bilateral or regional International Religious Freedom (IRF) initiatives to achieve policy changes.
RESULTS	2005	1. Intensive diplomacy with Vietnam resulted in a binding agreement. Commitments were secured on religious freedom in key areas of concern. 2. Religious prisoners were released in Vietnam, Saudi Arabia, China, and other countries.
	2004	1. Three new countries designated as CPCs: Saudi Arabia, Vietnam and Eritrea. 2. Constitutional guarantees for religious freedom achieved in Afghanistan and Iraq; both countries removed from the list of Countries of Particular Concern. 3. Religious prisoners freed in Laos, Vietnam, China, Egypt, Eritrea and Turkmenistan. 4. Increased interfaith dialogue, inter-religious cooperation, and redress of some religious property grievances achieved in Sudan.
	2003	Afghanistan and Iraq designated as CPCs.
	2002	Baseline: On-going U.S. efforts to influence on legislation on religious issues. Some religious prisoners released; some religious refugees assisted.
DATA QUALITY	Indicator Validation	Policy goals, reporting requirements and performance indicator established by the International Religious Freedom Act. Meetings, agreements and documented movement by countries toward greater religious freedom validate progress toward IRF goals.
	Data Source	*International Religious Freedom Report* and the *Country Reports on Human Rights Practices*; field assessments by U.S. embassy officials and DRL foreign affairs officers; meetings with members of religious groups, NGOs, and other knowledgeable observers.

I/P #8: Labor Diplomacy and Advocacy for Workers' Rights

Press governments in strategic free trade agreement countries to respect internationally recognized labor standards and the rule of law, encourage businesses to comply with voluntary codes of conduct, and help independent and democratic trade unions to effectively represent the interests of their members.

Outcome Indicator

Indicator #1: Compliance in Strategic Free Trade Agreement Countries with International Labor Standards

TARGETS	**FY 2007**	Improved compliance with core labor standards by countries with free trade agreements in the last three years, or in process of negotiating trade agreements with the U.S., as measured by compliance with International Labor Organization (ILO) core labor standards.
	FY 2006	Improved compliance with core labor standards by countries having negotiated free trade agreements in the last three years, or in process of negotiating trade agreements with the U.S., as measured by improvement over initial reports filed at beginning of negotiations.
RESULTS	2005	New labor code in Oman and formation of first workers' committees in that country, new child labor law in United Arab Emirates (UAE), elections of first workers' committees in Bangladesh export processing zones.
	2004	Creation of trade unions in Bahrain, expanded cooperation on labor issues with China, conclusion of U.S.- Central American Free Trade Agreement (CAFTA) negotiations and the inauguration of the U.S. Department of Labor's (DOL) $6.75 million project "Strengthening Labor Systems in Central America," parliamentary approval of a law in Bangladesh allowing workers in export processing zones to organize. Changes in law and practice leading to the rebirth of independent trade unions in Iraq.
	2003	Significant Human Rights and Democracy Fund and Department of Labor/Bureau of International Labor Affairs projects dealing with worker rights begun in China. Notable improvements in worker rights made in Cambodia. Continuing improvement in Bahrain and Saudi Arabia. Nineteen new labor unions were formed in Bahrain after the 2002 adoption of a groundbreaking labor law; Labor committees authorized in Saudi Arabia. Key ILO conventions ratified by Syria, Sudan and Lebanon.
	2002	Established national plans for the eradication of child labor in certain Muslim countries under the ILO programs. These plans are documented in the Department of Labor's 2002 Child Labor Study. Increased ratification and enforcement of International Labor Organization fundamental conventions concerning worker rights in the Muslim World.
DATA QUALITY	Indicator Validation	Compliance with international labor standards is a strong indicator of respect for workers' rights and is a key indicator of a country's respect for human rights. Compliance is defined to mean whether or not a country has ratified and implemented the relevant ILO conventions for the core labor standards. Core labor standards include the right to free association and to bargain collectively, elimination of child labor, elimination of forced labor, combating discrimination in employment in the workplace on the basis of ethnicity, religion, race or gender.
	Data Source	Department of State *Country Reports on Human Rights Practices (CRHRPs)*, International Confederation of Free Trade Unions (ICFTU) reports, including *Annual Survey of Violations of Trade Union Rights*, ILO online *NATLEX* and *ILOLEX* databases and other ILO reports, Meaningful Labor Rights Reports filed at USTR, Department of Labor's (DOL) online *WebMILS* database, and diplomatic and media reporting. The Department does not collect statistics on the number of formal complaints and petitions because the number of petitions double-counts the number of violations in some countries while undercounting it in others; the number is subject to manipulation for political purposes; and the absence of complaints may mistakenly give the impression of the absence of worker rights violations.

V. Illustrative Examples

Democracy and Human Rights	
Civil Society and the Middle East Partnership Initiative	Through a grant from USAID and the Middle East Partnership Initiative (MEPI), the Center for Civic Education initiated and supported innovative school-based civic education programs in ten Arab countries under the auspices of the Arab Civitas regional network. Civic education programs are underway in Jordan, Egypt, the West Bank, Lebanon, Morocco, Tunisia, Algeria, Yemen, Bahrain, and most recently, Saudi Arabia. The program, "Project Citizen", engages students in developing public policies to address community problems and advocating on their behalf with local government officials. The Center estimates that more than 65,000 students have participated in its civic education program. In recognition of the accomplishments of Arab Civitas and the Jordanian Center for Civic Education Studies, the Center's Board of Directors selected Amman, Jordan as the site of the Ninth Annual World Congress on Civic Education. The congress was held in Amman June 2-6, 2005 and attracted more than 200 participants from 61 countries and 28 U.S. states. The congress was held under the patronage of Her Majesty Rania Al Abdullah. Jordanian students from 12 public and private schools came to the congress to present their Project Citizen portfolios on subjects ranging from early marriage for girls to environmental issues to child abuse.
Democracy and the Rule of Law in Ukraine	Long-standing Department of State and USAID programs promoting democracy and human rights in Ukraine helped support the Ukrainian people's efforts to ensure that their will was reflected in Ukraine's 2004 presidential election. On January 23, 2005, Victor Yushchenko was inaugurated President and pledged to strengthen democracy and rule of law, and integrate his nation into regional and global organizations, such as the European Union (EU), NATO, and the World Trade Organization (WTO), while maintaining strong relations with all of Ukraine's neighbors. Ukraine is now making progress toward accession to the WTO, and toward closer integration with NATO and the EU. The Department, working with USAID and others, has provided $60 million in FY 2005 FREEDOM Support Act Supplemental funding and broad based diplomatic/political support to help solidify democratic gains and ensure free and fair parliamentary and local elections in March 2006. The United States government's support has been directed to independent media and non-partisan political party training, as well as voter education, rule of law, local government and civil society programming. All are components to a successful 2006 election which will be critical to cementing Ukrainian democracy.

Equality in Iraq	The new Iraqi Constitution, ratified in a referendum October 15, provided unprecedented freedoms and liberties to Iraqi women. Section 4, of Article 48 of the new Iraqi Constitution stated that the percentage of women's representation in the new Council of Representatives should not be less than 25%. Also, Article 14 of the new Constitution gives equal rights before the law to all Iraqi citizens without discrimination based on gender, race, ethnicity, origin, color, religion, sect, belief or opinion, or economic status. For the first time in Iraq's history, Iraqi women will be permitted to pass on their nationality to their children, as stated in Article 18 of the Constitution. Article 20 gives Iraqi women the right to participate in public affairs and to enjoy political rights including the right to vote and run for office. The current cabinet includes six women ministers (out of a total of 33 individuals) in the following Ministries: Communications, Displacement and Migration, Environment, Science and Technology, Public Works and Women's Affairs. We expect women will be similarly represented when a new government is formed. Under the Department's Iraqi Women's Democracy Initiative, several thousand Iraqi women already have received training in political, economic and media skills, to help them to play leading roles in the political and economic future of their country; these programs are continuing. It is estimated that 40% of women serving in the Transitional National Assembly were trained under grants from the Initiative. Additionally, women trained under the Department's Initiative organized themselves into 18 regional teams, one for each province of Iraq, covering constitutional review, media, democracy education, and women's legal issues. Working closely with a major university, one grantee under the Initiative established a center for women. Its members have been very active with media outlets; have given interviews and have published articles in newspapers and periodicals to raise awareness of women's rights as human rights and discriminatory legislation.
Elections in the Kyrgyz Republic	Assistance to promote the democratic election in the Kyrgyz Republic in holding an improved presidential election on July 10, 2005 was integral in enabling the Kyrgyz people to select a president reflecting the will of the people. According to the OSCE and other international observers, the July presidential election demonstrated a marked improvement over the flawed February-March parliamentary elections that precipitated the resignation of President Askar Akayev. USG assistance programs for the parliamentary elections helped to spotlight electoral fraud and increase public demand for a fair vote. Building on the success of these programs, EUR, USAID and DRL worked closely together before the presidential election to put into place over $4 million in assistance programs to help improve the electoral process. These programs included training and technical assistance to the Central Election Commission and poll workers, support for over 2,000 domestic election observers and international monitors, voter education and get-out-the-vote initiatives conducted by local NGOs, and support for televised candidate debates.
Promoting Democracy in the Western Hemisphere	The Western Hemisphere is one of few regions in the world in which the majority of leaders are committed to democracy and free markets--a consensus reinforced by the Summit of the Americas process and the work of the Organization of American States (OAS). The Department of State and USAID work with our democratic partners and the OAS to strengthen institutions and increase freedom to broaden citizen participation throughout the region. Working through the OAS Inter-American Convention Against Corruption (IACAC), we have made great strides in the fight against corruption. The IACAC contains binding obligations under international law that provide for institutional development and enforcement of anticorruption measures, require criminalization of specified acts of corruption, and contain articles on extradition, seizure of assets, mutual legal assistance, and technical assistance. To promote implementation of the Convention, the parties created a formal monitoring process entitled the Follow-up Mechanism. This instrument requires a mutual evaluation among members with respect to implementation of selected provisions of the IACAC. The U.S. Government has financed 85% of the Mechanism's operating costs. To date, 33 of 34 OAS member nations are party to the IACAC and 28 of those nations, including the U.S., participate in the Follow-up Mechanism.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
International Organization Affairs	120,562	68,737	110,961
Democracy Human Rights & Labor	75,518	90,346	96,743
European and Eurasian Affairs	24,489	24,340	23,450
African Affairs	16,261	21,938	22,568
Other Bureaus	71,417	68,948	70,713
Total State Appropriations	**$308,247**	**$274,309**	**$324,435**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	334,703	521,821	463,463
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	1,569,591	1,122,651	1,328,912
Independent Agencies	4,464	4,826	4,817
Department of State	-	94,050	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	5,272	5,844	6,221
Foreign Military Financing	-	-	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	10,930	8,132	16,455
Total Foreign Operations	**$1,924,960**	**$1,757,324**	**$1,819,868**
Grand Total	**$2,233,207**	**$2,031,633**	**$2,144,303**

Strategic Goal 8: Economic Prosperity and Security

Strengthen World Economic Growth, Development, and Stability, While Expanding Opportunities for U.S. Businesses and Ensuring Economic Security for the Nation

I. Public Benefit

National security and global economic prosperity are inextricably linked and must be addressed jointly. Continued economic prosperity for the United States cannot be assured in the absence of prosperity, freedom, and economic opportunity worldwide. Our successes in opening markets through ambitious trade and investment agendas, in multiplying development efforts through private sector participation and recipient country accountability, and in supporting U.S. businesses through outreach and advocacy, build prosperity and security at home and abroad. We work closely with other agencies, businesses, labor groups, and NGOs to build a strong and dynamic international economic system that creates new opportunities for American business, workers, and farmers. We have made great strides in advancing national security and economic prosperity. As the war against terrorism has become central for U.S. foreign policy, we have focused on increasing U.S. economic security by supporting front-line states, tightening the noose around terrorist financing, increasing energy security, and improving the security of our transportation and information networks.

Greater prosperity abroad creates new jobs and higher incomes for Americans and citizens of other countries. Expanded trade is a powerful driving force for growth and development, and the Department is at the forefront of advancing our trade and investment agenda through bilateral, multilateral, and regional diplomatic efforts. We promote prosperity through market-expanding trade, aviation, telecommunication, and investment agreements, through international cooperation to promote flexible energy markets and sound financial markets, through fighting bribery and corruption, and through assisting developing countries to govern wisely and create favorable climates for trade and investment. Official development assistance plays an important role in helping countries on the road to economic prosperity and political stability. Our deep and comprehensive economic engagement with developing countries - through trade, investment, assistance, and debt relief - enhances the prosperity and security of those countries, and therefore our own.

Working closely with allies and major donors to assist countries recovering from conflict and natural disasters on the path to reconstruction and sustained economic growth is an important part of our efforts to expand the circle of economic prosperity. For example, the Department coordinated several successful donors' conferences in support of Iraq, negotiated a $32 billion debt relief package for Iraq, and is assisting that country to conclude arrangements with non-Paris Club creditors. In addition to our work on Iraq, the Department and USAID work on reconstruction in post-conflict or post-disaster situations, serving the vital role of coordinating relevant agencies and donors. Beginning in December 2004, the two agencies coordinated U.S. government reconstruction assistance after the Indian Ocean Tsunami with a dozen U.S. government agencies, over fifty NGO and private sector groups, and fifteen top bilateral and multilateral donors.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	1,562	1,541	1,555	13	0.9%
Funds[2]	$6,914,723	$6,303,475	$7,764,193	$1,460,718	23.2%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Economic Prosperity and Security strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Economic Prosperity and Security	Economic Growth and Development	Growth and Development Strategies	FSA, SEED, CIO, DA, D&CP, ESF, IO&P, MCA	EB, EUR, IO, EGAT, PPC/P	Treasury, DOC, MCC, USDA, EXIM, OPIC, USTDA, USTR, IMF, World Bank, Regional Development Banks, UNDP, ILO, WTO, OECD, UNCTAD, UNICEF, FAO, G-8
		Science-Based Decision-Making and Standards Development	CIO, D&CP, ESF	EB, OES, STAS, PPC/P, EGAT	EPA, NIH, NIST, UNESCO, APHIS, FDA
		Women's Economic Participation in Key Countries	FSA, SEED, DA	EGAT, DCHA	NGOs
		Private Sector Capacity	DA, ESF, FSA, SEED, IO&P, CIO	EB, Regional Bureaus PPC/P, EGAT, Regional Bureaus	UNDP, ILO, WTO, UNCTAD, UNICEF, FAO, G8, EU, private sector and NGOs
	Trade and Investment	Create Open and Dynamic World, Regional, and National Markets	DA, D&CP, ESF, FSA, SEED	EB, regional bureaus, PPC/P, EGAT, regional bureaus	USTR, Treasury, DOC, DOT, USDA, USTDA, WTO, OECD, international institutions, private sector and NGOs
		Integrating Environmental Protection and Trade	DA, D&CP, ESF	OES, EGAT/ESP, regional bureaus	USTR, Treasury, DOC, USDA, USTDA, EPA, DOI, DOJ, WTO, OECD, international institutions, private sector and NGOs
	Secure and Stable Markets	Secure Energy Supplies	D&CP, FSA, SEED	EB, EGAT, E&E	DOE, IEA, foreign governments, NSC
		Stable Financial Markets	D&CP	EB	Treasury, IMF, World Bank, OECD, Regional Development Banks
	Food Security and Agricultural Development	Agriculture-led Income Opportunities Expanded	DA, D&CP, ESF, FSA, SEED	EGAT/ESP, AFR	USDA, FAO, WB, nongovernmental organizations
		Protect and Increase Assets and Livelihoods of the Poor	DA, PL 480, CIO	EGAT, AFR, DCHA	USDA, FAO, WB, nongovernmental organizations

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
EP.01 INSTITUTIONS, LAWS, AND POLICIES FOSTER PRIVATE SECTOR-LED ECONOMIC GROWTH, MACROECONOMIC STABILITY, AND POVERTY REDUCTION.

I/P #1: Growth and Development Strategies

Promote economic development by supporting sound policies that encourage trade and private investment, entrepreneurship, transparency and a strong business climate through work with other U.S. agencies, donor and recipient nations, the multilateral financial institutions, the OECD, and the G8 on multi-pronged development initiatives.

Outcome Indicator

Indicator #1: Monitoring Country Progress Index for Economic Reform

TARGETS	**FY 2007**	1. Support for Eastern European Democracy (SEED) -- Monitoring Country Progress (MCP) Economic Reform Index 3.30. 2. Freedom Support Act (FSA) -- MCP Economic Reform Index 2.80.
	FY 2006	1. SEED – MCP Economic Reform Index score 3.2 out of 5. 2. FSA – MCP Economic Reform Index score 2.7 out of 5.
RESULTS	2005	1. SEED MCP Economic Reform Index score 3.08 out of 5. 2. FSA MCP Economic Reform Index score 2.66 out of 5.
	2004	1. SEED - MCP Economic Reform Index 3.0 out of 5. 2. FSA - MCP Economic 2.57 out of 5.
	2003	1. SEED - MCP Economic Reform Index 3.0 out of 5. 2. FSA - MCP Economic 2.54 out of 5.
	2002	1. SEED - MCP Economic Reform Index 2.95 out of 5. 2. FSA - MCP Economic 2.52 out of 5.
DATA QUALITY	Indicator Validation	This indicator is a third-party index providing outcome-level performance trends for key countries where the USG promotes economic growth.
	Data Source	Scores range from 1 to 5 with 5 representing standards of advanced industrial market economies. Sources: Organization for Economic Co-operation and Development and World Bank publications. USAID reviews alternative sources annually. The MCP Economic Reform Index is constructed by USAID using European Bank for Reconstruction and Development's (EBRD) annual *Transition Report* and covers events through the preceding year. SEED includes the graduated countries of Eastern Europe. FSA includes the 12 countries of the former Soviet Union.

Outcome Indicator

Indicator #2: Human Development Capacity in Afghanistan

TARGETS	FY 2007	1. Community-based education and literacy programs improve access and quality of non-school based education settings. 2. Ministry of Education capacity upgraded to plan, manage and evaluate in-service training and support for primary teachers. 3. Provision of basic child health services and quality medical care through enhanced capacity of health workers with increased management and oversight from the Ministry of Public Health. 4. Rehabilitation / construction of education and health facilities continues.
TARGETS	FY 2006	1. Approximately 165,000 over-age students, mostly girls, continue in the accelerated learning program and complete 6th grade by December 30, 2006. 2. Provide quality community-based education where government schools are not available. 3. Provide basic literacy, numeracy and life skills training to 4,800 participants. 4. Construct / rehabilitate 296 education facilities/schools and 267 health facilities/clinics. Ensure all new health clinics constructed are equipped with basic health services. Continue to train new and existing health care personnel.
RESULTS	2005	1. Nearly 170,000 students, 58% female, continued their education under the Accelerated Learning program. 2. Over 10,000 teachers trained via the Accelerated Learning program, while 65,000 receive weekly teacher training via distance learning (radio). 3. Cumulatively, from 2003 to August 2005, constructed or rehabilitated 376 schools. 4. Provided 2.1 million people, of which 1.1 million were women of reproductive age, with basic health services. 5. Since 2003, constructed / rehabilitated 389 clinics (cumulative). 6. Provided 1.4 million children under 5 with quality child health services (neonatal care, immunizations, nutrition screening and treatment for childhood illnesses) through 320 health facilities. 7. Social marketing activities: production and sale of bottled Clorin provided over 300 million liters of safe drinking water; sale of 2.3 million condoms and 296,000 oral contraceptives; and distribution of 78 health public service announcements.
RESULTS	2004	1. Completed construction and inaugurated the National Women's Dormitory to accommodate up to 1,100 women attending universities in the Kabul area. 2. Engaged 4,000 communities in accelerated learning (AL) for 170,000 overage students; 6,548 home classrooms for AL students and trained over 6,800 AL teachers. 3. Health coverage through REACH supported health activities grew to 4.8 million people with basic health services. 4. Cumulatively, from 2003 to September 2004, completed 255 clinics. Initiated the design, planning and contracting for 214 new or refurbished clinics.
RESULTS	2003	1. 15,000 more teachers trained; 5 more district administrations trained; net primary enrollment 43%. 2. Contraceptive Prevalence Rate: 32%; 75,000 Women Health Workers. 3. Micro-finance institutions expanded services to meet unmet need in four additional urban centers and five underserved rural districts.
RESULTS	2002	1. 34,500 teachers trained in improved teaching methods; 5 district administrations trained in improved management practices; net primary enrollment 42% 2. Contraceptive Prevalence Rate: 30%; 70,000 Women Health Workers. 3. 300,000 clients have access to micro-finance through existing banks and NGOs. -- 2.9 million children attended school, of which less than 30% were girls.
DATA QUALITY	Indicator Validation	Targets are co-dependent. Progress in one of the areas will lead to a greater probability of success in the others. Greater access to education, particularly for girls, leads to lower birth rates and increased small business opportunities for women.
DATA QUALITY	Data Source	Project reports, research done in conjunction with design of Basic Education Project, and all studies and reports cited in Basic Education Project design.

Outcome Indicator

Indicator #3: Per Capita Gross Domestic Product in Iraq		
TARGETS	**FY 2007**	$1,528 per capita Gross Domestic Product (GDP).
	FY 2006	$1,357 per capita GDP.
RESULTS	2005	$1,051 per capita GDP.
	2004	Baseline: $942 per capita GDP.
	2003	No significant results due to recent end of conflict.
	2002	N/A
DATA QUALITY	Indicator Validation	An increase in the GDP per capita is consistent with an increase in the standard of living. A rise in the GDP per capita indicates an increase in market stability, real income, purchasing power, and economic expansion.
	Data Source	Embassy Baghdad reporting. Bureau of Near Eastern Affairs reporting. IMF projections.

Outcome Indicator

Indicator #4: Millennium Challenge Account: Median Values for the Six Indicators of Economic Freedom

TARGETS	**FY 2007**	Millennium Challenge Account (MCA) programs continue. Fourth round of countries selected. Median values for indicators of economic freedom improve for MCA candidate countries.
	FY 2006	MCA programs continue. Third round of countries selected. Median values for indicators of economic freedom improve for MCA candidate countries.
RESULTS	2005	Congress approved funding of $1.5 billion; however, no program funds were expended in FY 2005. Millennium Challenge Corporation (MCC) identifies second round of eligible and threshold countries. MCC compact negotiations continue vigorously. MCC board approved first MCA compact in March 2005 and signed it in April 2005. Improvements were made in the median scores in four of the six economic freedom categories with two remaining the same. Median scores improved for credit rating, days to start a business, inflation and fiscal policy, while remaining the same for regulatory quality and trade policy.
	2004	Congress approved initial MCA funding of $1 billion. MCC was established and elected board officers. MCC identified first round of eligible countries and first round of threshold countries. MCC adjusted indicators for eligibility. No MCA programs funded.
	2003	Obtain congressional support and legislative authorization for the MCA. Assist best performing countries, based on 16 MCA indicators, in their preparations for MCA applications. Choose countries for initial MCA funding and establish administrative mechanism.
	2002	President announced MCA. Agreement on indicators for MCA allocation.
DATA QUALITY	Indicator Validation	Rising medians for each of the six indicators of economic freedom evaluated by the MCC will demonstrate the effectiveness of the MCA in promoting sustainable economic development. The current economic freedom indicators are: regulatory quality, cost of starting a business, days to start a business, trade policy, inflation and fiscal policy. Each of these indicators is evaluated for every candidate country annually. Data is then compiled to establish the median value for the entire pool of countries. Each year this value will change depending upon how the candidates have performed. The actual values are not the targets, but improvement in the values is the goal. The other four are more difficult to understand as actual values, but improvement can be measured.
	Data Source	Millennium Challenge Corporation: http://www.mcc.gov/countries/rankings/FY05/index.shtml

I/P #2: Science-Based Decision-Making and Standards Development

Science and Technology (S&T) cooperation strengthens ties with neighbors and key allies, promotes development, and facilitates access to international markets for new technologies.

Output Indicator

Indicator #1: Effectiveness of Contacts Between Science and Technology Communities and Policymakers

TARGETS	**FY 2007**	1. State and USAID strengthen partnerships to foster science and technology, engineering and education as core precepts of merit–based research and development cooperation, science-based decision-making, sustainable development, good governance, and democracy. 2. U.S. agrobiotech initiatives continue to reinforce our efforts to build indigenous agrobiotech capacity in developing countries. Brazil, Argentina, India, China emerge as dominant users and play major advocacy roles. Acreage of agricultural biotechnology crops increases 12 percent. 3. U.S. space, energy, and IT technology exports continue to rise. 4. UNESCO programs internalize the U.S. education initiative into its programs on education and basic sciences and engineering to break down bureaucratic stovepipes and save and leverage resources. 5. A new series of Global Dialogues on Emerging science and technology partnerships begin in Russia, Latin America, and with the Muslim world. 6. U.S./EU Perspectives on Future science and technology conference series continue with scientists and policymakers in Europe. 7. A new U.S. regime promulgated for transborder movement of research materials, information, and equipment.
	FY 2006	1. Based on National Academy of Science recommendations, USAID designates a science and technology advisor and considers establishing a new directorate for science and technology and sustainable development. 2. Acreage of agricultural biotechnology crops increases 12 percent. 3. Conferences with the Muslim world to address K-12 science and mathematics education, science and technology, engineering and graduate education, empowerment of women in science and engineering are held in Middle East countries with State, host countries, and NGO sponsorship. 4. Bilateral and multilateral initiatives in science and technology, engineering and education increase, beginning with U.S.-sponsored Engineering for the Americas conference to develop common standards, curricula, and accreditation. 5. Global Dialogues on Emerging science and technology and U.S./EU Perspectives on Future science and technology conference series foster networks between scientists and policymakers in Europe, China, India in fields such as quantum computing and cryptology, nanotechnology and human health, biogenetics and infectious diseases. 6. India is invited to join International Thermonuclear Experimental Reactor (ITER), final agreement is signed into force by all parties, construction begins in France
RESULTS	2005	1. The EU declared field trials for agrobiotech crops permissible, but regulatory procedures and social aversion to biotech commodities persist. 2. The U.S. initiative for engineering and education at UNESCO was endorsed by 25 nations and unanimously accepted by the Executive Council in April and will be tracked into the UNESCO program of work in FY 2006-2007. 3. Major Asian nations — China and India, particularly — are moving briskly ahead to utilize agrobiotech in their food supplies. 4. Latest aerospace industry figures show a positive net trade balance for the sector of $31 billion for calendar year 2004, one of the best years ever. 5. Data on low emission energy technology sales no longer collected. 6. Six-party negotiations on International Thermonuclear Experimental Reactor (ITER) resolved a contentious issue over the site selection, agreeing that the facility will be built in France; ITER negotiations are now underway to implement formal agreement and begin construction in CY 2006.

	2004	1. The Science and Technology Advisor to the Secretary (STAS) has contributed to and joined the process to evaluate science and technology for USAID. 2. UN organizations have continued to expand efforts to use sound science in development -- a new draft report on science and technology and Innovation is an example of such work. 3. The STAS was a senior member of the U.S. delegation to rejoin UNESCO in October 2004 and STAS partnered with the U.S. professional engineering societies and the Army Corps of Engineers to launch a new USUNESCO initiative, "Engineering for a Better World." 4. STAS and a professional fellow have also helped Bureau of Economic and Business Affairs (EB) augment its agrobiotech activities in Latin America.
	2003	1. EB biotechnology negotiator featured science-based approaches in all negotiations, supported by expert scientists. 2. STAS mobilized the U.S. engineering community to support U.S. reentry into UNESCO. 3. STAS funded a National Research Council report on Science Advice in the UN System. 4. A regional agrobiotech initiative was launched with the African science and technology community to foster new technologies and trade. 5. The Energy Technology Task Force stimulated joint research, provides impetus for public/private partnerships and joint ventures.
	2002	1. U.S. Government organized and sponsored four roundtables on biotechnology and nanotechnology issues. 2. Reforms were completed and published for International Trade in Armaments regulations governing scientific and environmental satellites. 3. U.S. Government launched a Task Force for International Energy Technology Cooperation supporting the President's climate change initiative. 4. STAS partnered with the U.S. engineering community to support U.S. policy goals for the World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa.
DATA QUALITY	Indicator Validation	Increased contacts between Science and Technology (S&T) communities and policymakers help to foster S&T international collaboration, including with Islamic nations, to encourage the use of sound science for decision-making, regulation, transborder movement of research materials, information, and equipment, and regulation of and increased trade in information technologies, agrobiotechnology commodities, energy and environmental technologies, and space products and services.
	Data Source	The bureaus of International Organizations and Western Hemisphere Affairs and U.S. embassies report on progress in UNESCO and OAS programs for S&T, engineering and education, while regional bureaus and missions can follow developments in host countries. The specific, non-trade activities such as international S&T cooperation under this indicator are best measured by records kept by the Bureaus of Economic and Business Affairs, Oceans and International Environment and Scientific Affairs (OES), the Office of the Science and Technology Officer, regional bureaus, AID, NSF, and US universities and laboratories, while trade flows will be amply measured by the Commerce, Agriculture, and Energy Departments, National Aeronautics and Space Administration, and private industry and trade associations. Finally, the Department of Energy will remain the principal participant and accountant for progress in the ITER program.

Output Indicator

Indicator #2: Global Position System Cooperation and Sales

TARGETS	**FY 2007**	Global Positioning System (GPS)-Galileo Phase II negotiations seek to intensify cooperation between the U.S and EU on satellite navigation. The joint working groups established for Galileo development phase (Phase I) are replaced by a U.S.-EU coordination board to maximize interoperability of the two independently operated systems. International organizations confirm GPS emergency services remain free of charge to users. Working groups continue to address interoperability issues for next generation of GPS. Outreach activities target adoption of a GPS-based augmentation system for Brazil and other Latin American markets.
	FY 2006	GPS cooperation is a major element of the high-level U.S.-India Working Group on Civil Space Cooperation. India will implement a GPS-based augmentation system. A joint U.S.-Brazil working group is in place to enhance cooperation. Outreach activities (visits by U.S. experts, government-to-government consultations on GPS issues, and U.S. participation in regional conferences) continues for the purpose of promoting the use of GPS on a global basis, which leads in turn to de facto acceptance of GPS as a global standard for satellite navigation. Increased use of GPS ensures continued sales growth in GPS equipment and services.
RESULTS	2005	GPS sales worldwide passed $17 billion target in early FY 2005. Meeting of first GPS-Galileo working group established under agreement with the EU was held and was highly successful. Negotiations underway with Russia on GPS cooperation. Joint announcement confirmed Japan's system will be interoperable with GPS. Successful workshop with Brazil in Sao Paolo. India signed $20 million contract with U.S. supplier for regional augmentation ground equipment. Space cooperation, including GPS, prominently featured in April Rice-Singh meetings on U.S.-India partnership.
	2004	GPS sales worldwide exceeded $15 billion target. GPS-Galileo cooperation agreement signed. Preliminary discussions underway with Russia on GPS cooperation and with India and Brazil on GPS applications. Technical discussions underway with Japan on interoperability between GPS and Japan's proposed navigation satellite system.
	2003	Baseline: Growth in GPS use and equipment exports are threatened by EU plans to implement a competing and more advanced positioning system, the Galileo system, which is not technical interoperable with GPS and could raise problems for the military communications system.
	2002	N/A
DATA QUALITY	Indicator Validation	Growth in GPS-related sales and regional augmentations systems are the best available means of measuring on a world-wide basis the extent of acceptance of GPS. The major agreement on GPS-Galileo cooperation signed with the European Union in June 2004 protects GPS signals from harmful interference and calls for a level playing field for trade in GPS goods and services, thereby helping preserve GPS's status as a global standard for space-based positioning, navigation, and timing.
	Data Source	OES directly tracks negotiations; including GPS-Galileo working group progress.

I/P #3: Women's Economic Participation in Key Countries

This initiative promotes the expansion of economic opportunities for women in Afghanistan, Iraq, the Broader Middle East, Africa, and Latin America. Promoting entrepreneurship among women contributes to poverty reduction throughout society.

Output Indicator

Indicator #1: Economic Status of Iraqi Women

TARGETS	**FY 2007**	1. Supplemental funding for Iraqi Women's Democracy Initiative will facilitate entrepreneurial training, build the capacity of local NGOs, and reach out to women in the grassroots and to young women. 2. Women's Economic Empowerment Centers and grantee-supported NGOs become self-sustaining. 3. Skills training centers and microcredit facilities are expanded to regions deemed safe and stable, with emphasis on teaching women in rural areas to be competitive in cottage industries, small manufacturing, civil service skills, and information technology. 4. Iraqi women who were recipients of USG mentoring and training programs become mentors of additional Iraqi women in small business and microcredit enterprises.
	FY 2006	1. Supplemental funding for Iraqi Women's Democracy Initiative will facilitate entrepreneurial training of 400 women, through local women's NGOs, who seek to establish their own businesses. 2. Train 800 women (multiplier effect from train-the-trainer program in 2005) to be competitive in cottage industries, small manufacturing, civil service skills, and information technology. 3. U.S.-Iraqi Women's Network facilitates mentoring of 30 Iraqi women in small business and micro credit enterprises. 4. Grantees under Iraqi Women's Democracy Initiative build capacity of Iraqi women's NGOs, providing $150,000 in microgrants to 30 NGOs. 5. Women's Economic Empowerment Centers opened in Basra and Karbala, providing skills training and human rights education. 6. Delegation of Iraqi entrepreneurs, sponsored by G/IWI, attend U.S.-Arab Economic Forum, fostering lasting ties between US, Iraqi, and Middle Eastern business communities.
RESULTS	2005	Iraqi Women's Gift Fund established to form private-public partnerships devoted to supporting Iraqi women. Iraqi Women's Democracy Initiative grantees implement successful train-the-trainer programs that emphasize entrepreneurial and business skills.
	2004	Iraqi Women's Democracy Initiative funded 7 grantees to run programs, several of which are focused on economic training.
	2003	Iraq in conflict. G/IWI makes initial contacts with Iraqi women leaders to assess needs.
	2002	N/A
DATA QUALITY	Indicator Validation	The start of new businesses or expansion of existing ones by Iraqi women will indicate an emerging ability to participate in economic activities. Training programs will have to be adjusted periodically to meet the changing needs and goals of Iraqi women.
	Data Source	U.S.-Iraqi Women's Network

Output Indicator

Indicator #2: Economic Status of Afghan Women

TARGETS	FY 2007	1. USAID, U.S.-Afghan Women's Council (USAWC) partners, and Afghan Ministry of Women's Affairs, and Foreign Ministry develop programs for Afghan women on training women in basic business skills; women's businesses become more competitive as Afghanistan's economy opens up to imports; products and markets identified in which women will have a comparative advantage; and developing women's agribusinesses; an additional 150 women enter non-traditional vocational areas. 2. FINCA International expands Afghan operations with support from Afghan government. Roughly 75,000 women benefit from combination of microloans and grants. 3. Afghan Literacy Initiative reaches 100,000 students ages 7-25 in additional provinces outside of Kabul.
	FY 2006	1. Training programs enable women to enter non-traditional vocational areas, such as carpentry and auto mechanics. 2. Afghan Literacy Initiative, through Women's Teacher Training Institute (WTTI), reaches 9,600 students, 50% of them women and older girls, in 192 villages of 5 rural provinces.
RESULTS	2005	1. 15 of 17 Women's Resource Centers were completed. Equipping and furnishing was completed in all but two centers. 2. USAWC partner expanded microfinance program to Kabul and 3 other provinces. After one year, FINCA has lent $1.7 million (9,660 loans with an average $170/loan). USAWC partner Freddie Mac contributed additional funds to provide microfinance loans to widows. 3. USAID-funded rug weaving project provided training and markets to 300 female traditional carpet weavers. Women also received training in basic business skills like pricing, profitability, and marketing. 4. ECA-funded (USAWC) grantees (the University of Delaware and the Afghan Institute for Learning) conducted 2 workshops on leadership training in Kabul for Ministry of Women's Affairs and other organizations (65 women) and 1 workshop in Herat for 30 women. ECA-funded (USAWC) grantee (Women for Afghan Women) brought 10 Afghan women entrepreneurs to the U.S. in May 2005 for training in business skills and marketing. The Afghan women will train others at the Women's Resource Centers. 5. USAID and Embassy of Afghanistan brought 5 female Afghan entrepreneurs to Global Summit of Women in Mexico 6. Follow-up to Artemis Project established a 2-year mentorship program between U.S. and Afghan businesswomen; Federation of Afghan Businesswomen is also established, expanding opportunities for Afghan women to market their goods and network with American business community. 7. WTTI trained 384 village teachers and 26 district teacher trainers.
	2004	1. USAID and the Provincial Reconstruction Team (PRT) completed 3 provincial women's centers (2 were with Relief International, 1 was by the PRT with a wall and equipment provided by IOM and USAID funding). 2. USAWC built several of 17 planned Women's Resource Centers. 3. USAWC, along with AOL/Time Warner Foundation, Daimler-Chrysler Corporation, the Rockefeller Foundation, and the Foundation for International Community Assistance (FINCA), established 7 microcredit facilities and delivered computers. 4. USAWC grants results: 1,000 women received microcredit loans and started businesses (through FINCA); 250 women received job skills training. 5. Worked with USAID to bring 9 Afghan women to 2004 Global Summit in Korea to discuss trade opportunities and receive entrepreneurship training. 6. The American University of Afghanistan, the Women's Teacher Training Institute, and Afghan Literacy Initiative were established. Worked with USDA to secure Cochran Fellowships for 11 Afghan women from 5 provinces.

	2003	1. U.S. announced $2.5 million to build 14 women's resource centers in 14 provinces. 2. Council committed $1 million in education and exchange programs for the centers. 3. Council obtained $10,000 grant from Daimler-Chrysler to establish two community banks in Herat. Council initiates projects to enable widows to sustain themselves economically. 4. Global Summit of Women (July 2002 in Barcelona, Spain) donated approximately $10,000 for job-skills training for women.
	2002	Establishment of organizational and funding framework for U.S.-Afghan Women's Council, a public-private partnership.
DATA QUALITY	Indicator Validation	Countries cannot expect to maximize their economic growth potential or to reduce poverty without the integration of women into the economy.
	Data Source	U.S.-Afghan Women's Council, FINCA.

I/P #4: Private Sector Capacity

Private sector investment is essential if developing countries are to achieve the high sustained rates of economic growth (5-7 % per year) that are needed to reduce poverty.

Output Indicator

Indicator #1: Enterprise Level Competitiveness

TARGETS	**FY 2007**	1. 4,864,624 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $3,700,000,000 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 320,000 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
	FY 2006	1. 4,422,386 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $3,400,000,000 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 306,000 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
RESULTS	2005	1. 4,020,351 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $3,054,122,019 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 278,077 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
	2004	1. 2,247,926 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $809,037,380 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 63,715 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity (annually).
	2003	Baselines: 1. 1,338,864 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 2. $363,054,541 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). 3. 89,913 firms directly participating in USAID sponsored activities to strengthen their competitiveness/ productivity (annually).
	2002	N/A

DATA QUALITY	Indicator Validation	Providing loans and other types of assistance to strengthen firms' competitiveness and productivity and promote private sector growth fuels economic expansion and poverty reduction. It should be noted that the large increase for indicators from 2004 and 2005, and subsequent projections for 2006 and 2007 represent the contribution of the Iraq program. Future projections are based on similar future levels in Iraq.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #2: Support for Entrepreneurship

TARGETS	**FY 2007**	1. 35% of countries reporting reduced number of days to start a business; average days reduced = 10 (from FY 2006 number) 2. 60% of countries reporting reduced cost to start a business; average cost reduction = 5% of per capita income
	FY 2006	1. 35% of countries reporting reduced number of days to start a business; average days reduced = 10 2. 65% of countries reporting reduced cost to start a business; average cost reduction = 5% of per capita income
RESULTS	2005	1. 36% of countries reporting reduced number of days to start a business; average days reduced = 15.4 2. 78% of countries reporting reduced cost to start a business; average cost reduction = 6% of per capita income
	2004	Baseline: 1. 46.5% of the countries reporting reduced number of days to start a business; average days reduced = 13.65 2. 72% of the countries reporting reduced cost to start a business; average cost reduction = 13.03% of per capita income
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures the score a country receives on the World Bank/International Finance Corporation "Doing Business" Index, which indicates the enabling environment for business growth and the government's support for entrepreneurship.
	Data Source	World Bank/International Finance Corporation "Doing Business" Index.

Output Indicator

Indicator #3: Number of Sub-Saharan African Governments with Sovereign Credit Ratings

TARGETS	**FY 2007**	Sovereign Credit Ratings for 17 countries.
	FY 2006	Sovereign Credit Ratings for 15 countries.
RESULTS	2005	Fitch Rating Services has completed additional ratings to include Mali, Niger and Benin.
	2004	Africa Bureau Sovereign Credit Ratings Program working with Fitch Rating Services expects additional ratings assessments to take place this year in Mali, Niger, Benin, and Kenya. These countries have either formally expressed an interest in a rating and are scheduled for visits, or are in the process of discussions with Fitch Ratings.
	2003	Ten countries with formal sovereign credit ratings completed.
	2002	Five countries: South Africa, Botswana, Mauritius, Senegal, and Lesotho.
DATA QUALITY	Indicator Validation	Sovereign credit ratings are strongly correlated with faster economic growth and investment. The credit rating is an important indicator of the views of the private sector; improved ratings usually lead to lower cost of capital and greater domestic and foreign direct investment.
	Data Source	Fitch Rating Services

Annual Performance Goal #2
EP.02 INCREASED TRADE AND INVESTMENT ACHIEVED THROUGH MARKET-OPENING INTERNATIONAL AGREEMENTS AND FURTHER INTEGRATION OF DEVELOPING COUNTRIES INTO THE TRADING SYSTEM.

I/P #5: Create Open and Dynamic World, Regional, and National Markets

Open markets to ensure competitive access for U.S. goods, services, and investment, greater prosperity for the American public, and growth and stability abroad.

Output Indicator

Indicator #1: Non-Oil Exports from USAID-Assisted Countries

TARGETS	**FY 2007**	$2,555,647,000 increase in non-oil exports (from 2004) in countries where USAID provides trade development assistance.
	FY 2006	$2,323,315,500 increase in non-oil exports (from 2004) in countries where USAID provides trade development assistance.
RESULTS	2005	$2,112,105,000 increase in non-oil exports (from 2004) in countries where USAID provides trade development assistance.
	2004	$439,467,194 increase in non-oil exports of countries where USAID provides trade development assistance.
	2003	Baseline: $161,979,374 increase in non-oil exports of countries where USAID provides trade development assistance.
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures USAID-assisted firms' participation in markets at various levels and the income they gain as a result of more open trade. In turn, increases in exports generate income and revenue for development and investment.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #2: Status of Negotiations on Open Markets for Services, Trade, and Investment

TARGETS	**FY 2007**	World Trade Organization (WTO) Doha round completed, and Free Trade Area of the Americas (FTAA) negotiations near conclusion. Two Free Trade Areas (FTAs) concluded. Initiate additional FTAs and Bilateral Investment Treaty (BITs). Two Open Skies and two liberalizing aviation agreements.
	FY 2006	WTO Doha round near conclusion, and consensus obtained to actively resume FTAA negotiations. Two FTAs concluded. Two FTAs enacted. Two FTAs enter into force. Two new BITs concluded; two new BIT negotiations launched. Two Open Skies and two liberalizing aviation agreements.
RESULTS	2005	Doha Round progressing with members actively engaged in negotiations. Model BIT publicly released. BIT negotiations with Pakistan underway; initial consultations on possible BIT held with Saudi Arabia and Algeria. Andean, Oman, United Arab Emirates (UAE) FTA negotiations on track. Central American-Dominican Republic FTA (CAFTA-DR) and Bahrain enactment expected. Australia FTA entered into force January 2005. Morocco FTA entry into force expected. FTA of the Americas (FTAA) continues slowly. U.S. and EU regulatory agencies work to share information and harmonize regulatory systems.
	2004	1. Successful WTO Doha Round framework agreement July 2004. 2. Four FTAs involving ten countries concluded and signed (Australia, Morocco, CAFTA-DR, and Bahrain). Legislation to implement Australia and Morocco FTAs enacted. Andean and Panama FTAs initiated. SACU and FTAA negotiations continue slowly. Thailand identified as partner for eventual FTA. Chile and Singapore FTAs entered into force. 3. One BIT concluded (Uruguay); talks launched on second. Model BIT text drafted. 4. Four Open Skies and two liberalizing aviation agreements concluded.
	2003	1. Two FTAs (Chile, Singapore) concluded. 2. WTO and FTAA negotiations continue. 3. FTA negotiations began with Central American Free Trade Area (CAFTA), Morocco, Southern African Customs Union (SACU), and Australia. 4. Notified Congress of intent to initiate FTA talks with Dominican Republic and Bahrain. 5. Three Open Skies and two liberalizing aviation agreements concluded.
	2002	1. WTO launched new round in Doha. China and Taiwan joined WTO. Jordan FTA entered into force. Chile and Singapore FTA negotiations concluded. 2. Morocco, CAFTA, SACU and Australia identified as partners for FTAs. BIT discussions continued with Venezuela, Peru, Colombia, and South Korea. China took concrete steps to remove trade barriers and open its markets; some shortfalls remained in areas of interest. 3. Five aviation agreements concluded.
DATA QUALITY	Indicator Validation	These agreements expand the international framework to create a dynamic, free and open trade system. Substantial global trade liberalization results from multilateral, regional, and bilateral trade and investment agreements. Substantial continued growth in trade and investment validates this approach.
	Data Source	World Trade Organization, U.S. Trade Representative (USTR)

Outcome Indicator

Indicator #3: Progress in WTO accession in USAID-assisted Countries

TARGETS	**FY 2007**	1. 15 USAID-assisted countries in some level of WTO accession prior to full membership 2. 7 USAID-assisted countries advanced at least one stage (on scale of 0-5) in the process of WTO accession
	FY 2006	1. 15 USAID-assisted countries in some level of WTO accession prior to full membership 2. 7 USAID-assisted countries advanced at least one stage (on scale of 0-5) in the process of WTO accession
RESULTS	2005	1. 14 USAID-assisted countries in some level of WTO accession prior to full membership 2. 6 USAID-assisted countries advanced at least one stage (on scale of 0-5) in the process of WTO accession
	2004	29 1. 5 in ANE Region: Nepal, Cambodia, Lebanon, Vietnam, and Yemen. 2. Iraq has observer status, and Afghanistan put in application for observer status. 3. 16 of 16 LAC presence countries are WTO members.
	2003	Baseline: 28
	2002	N/A
DATA QUALITY	Indicator Validation	Participation and membership in the WTO indicates a commitment to trade and its economic benefits and an active engagement with other countries regarding trade agreements and integration. Figures prior to 2005 included WTO member countries which should not have been included. This included countries that had achieved WTO status but had not directly been assisted by USAID and others that had received assistance by USAID but so long ago that it did not directly indicate actual current impact for this indicator. A new database source was used to more accurately measure the impact of assisting countries in the WTO accession process.
	Data Source	USAID Trade Capacity Building Database (TCB) and annual reports from operating units.

Output Indicator

Indicator #4: Trade Between the United States and Sub-Saharan Africa		
TARGETS	FY 2007	Excluding U.S. energy-related imports, two-way trade between the United States and sub-Saharan Africa of $16.0 billion in CY 2007.
	FY 2006	Excluding U.S. energy-related imports, two-way trade between the United States and sub-Saharan Africa of $15.5 billion in CY 2006.
RESULTS	2005	Excluding U.S. energy-related imports, two-way trade between the United States and sub-Saharan Africa totaled $15.0 billion for CY 2005.
	2004	Excluding U.S. energy-related imports, two-way trade between the U.S. and sub-Saharan Africa totaled $14.5 billion for CY 2004.
	2003	Excluding U.S. energy-related imports, two-way trade between the United States and sub-Saharan Africa was $13.5 billion in CY 2003.
	2002	Excluding U.S. energy-related imports, two-way trade between the United States and sub-Saharan Africa was $12.4 billion in CY 2002 ($24.1 billion including energy related imports).
DATA QUALITY	Indicator Validation	This indicator excludes U.S. energy-related imports. Trade levels are a key indicator of the degree of openness for an economy; other factors being equal, economies that are becoming more open should see greater trade activity and increased prosperity.
	Data Source	Office of the U.S. Trade Representative

I/P #6: Integrating Environmental Protection and Trade

Negotiation and implementation of bilateral and multilateral trade agreements promote mutually supportive trade and environment policies.

Outcome Indicator

Indicator #1: Trade Agreements That Enhance International Protection and Preservation of the Environment While Promoting Liberalized Trade

TARGETS	**FY 2007**	1. Environmental cooperation agreements, arrangements and work programs negotiated and implemented with new free trade partners. 2. Dedicated budgetary resources enable smooth implementation of environmental cooperation workplans. 3. A regional development bank adopts improved environmental standards.
TARGETS	**FY 2006**	1. Central American Free Trade Agreement (CAFTA) Economic Cooperation Agreement (ECA) work plan to be approved at first Commission meeting, six months after entry into force of the ECA. 2. New Free Trade Agreements (FTAs) contain satisfactory environmental provisions and are supported by an accompanying ECA. 3. Workplans are developed for environmental cooperation with Andean FTA partners, Oman, and the United Arab Emirates (UAE), if FTA completed. 4. The WTO Committee on Trade and Environment (CTE) concludes negotiations and discussions on topics mandated by the Doha Development Agenda (DDA).
RESULTS	2005	1. Inter-American Development Bank (IDB) and the International Finance Corporation (IFC) are reviewing environmental standards and processes at the behest of the U.S. and others. The Millennium Challenge Corporation (MCC) released interim environmental guidelines for its funding. 2. Faced with slow progress in the South African Customs Union (SACU) and Free Trade Area of the Americas (FTAA) negotiations, USTR stepped up the pace of other bilateral and regional FTA negotiations. FTA with Australia entered into force January 2005. The U.S., most countries in Central America, and Dominican Republic ratify DR-CAFTA, allowing it to enter into force January 1, 2006. Substantial progress in negotiating FTA, including robust environment chapter, with Andean countries, as well as Oman, Thailand, and the UAE. Negotiations on U.S.-Panama FTA continuing. 3. ECA with Central American countries and the Dominican Republic signed February 18, 2005. ECA negotiations with Andean countries nearing conclusion. Panama poised to join Dominican Republic-Central America-U.S. ECA upon concluding a bilateral FTA. Environmental cooperation mechanism negotiations with Oman successfully concluded, proceeding on track with Thailand, Oman and UAE. 4. ECA work program negotiations with DR and Central America nearly concluded. Work programs with Singapore concluded; work programs with Morocco and Bahrain are under development. 5. Projects undertaken to implement U.S./Chile Environmental Cooperation Work Program in several areas, including 6. WTO fisheries subsidies discussions continue. Ecolabeling guidelines endorsed March 2005. APEC Live Reef Foodfish Trade project completed; functional scheme for an FAO guideline-consistent ecolabel for reef fish trade is outlined.

	2004	1. FTA negotiations and environmental cooperation arrangements completed with Morocco, Australia, and Bahrain. 2. U.S.-DR-CAFTA signed; ECA concluded in 2003 revised to include Dominican Republic; U.S. proposes Environmental Cooperation Work Program outline to Central America and Dominican Republic. 3. U.S. Chile Environmental Cooperation Agreement enters into force, negotiations for Work Program concluded and project work initiated. 4. Negotiations begin with Panama for bilateral FTA; discussions held as to whether Panama would join the DR-CA-US ECA. 5. WTO-CTE continued discussions. 6. OECD Member States agree on common approaches to environmental standards for export credit agencies.
	2003	1. Fisheries subsidies negotiations in WTO continue. 2. FAO adopts work plan on eco-labeling and other non-tariff trade measures. 3. The amended South Pacific Tuna Access Treaty is submitted to the Senate and advice and consent to ratification is provided. 4. U.S. expands technical domestic fisheries rules relating to sea turtles; notifies foreign governments that their programs may need to adopt comparable changes in order to export shrimp to the U.S. 5. NAFO makes limited progress towards establishing a fair process for access to stocks. 6. Singapore and Chile FTAs are concluded with satisfactory environmental provisions. 7. Environmental Cooperation Agreement with Chile and an MOI on Environmental Cooperation with Singapore are signed.
	2002	1. An environmental review of proposed Singapore and Chile FTAs is conducted. 2. World Summit on Sustainable Development Joint Plan of Implementation concluded with satisfactory trade and finance provisions. 3. Most OECD Export Credit Agencies agree to voluntarily adopt environmental standards for export credit agency-supported projects. 4. OECD, FAO, and APEC discuss non-tariff trade measures, such as food safety, rules of origin and eco-labeling. 5. Several countries decertified pursuant to shrimp/turtle import law provide credible evidence of an enhanced program and are re-certified. 6. U.S. access to fisheries stocks regulated by Northwest Atlantic Fisheries Organization is limited.
DATA QUALITY	Indicator Validation	ECAs and workplans complement FTA environment chapters by building trading partners' environmental capacity. WTO-CTE discussions are an important mechanism to address trade and environment linkages. Regional development bank environmental practices are critical tool to ensure improved environmental performance in conjunction with development investment.
	Data Source	OES directly tracks events, in collaboration with EB, USTR, U.S. Government technical agencies and non-governmental partners. The OECD website (*http://www.oecd.org/*) provides information on these activities.

Annual Performance Goal #3
EP.03 SECURE AND STABLE FINANCIAL AND ENERGY MARKETS.

I/P #7: Secure Energy Supplies

Ensure U.S. and global energy security by encouraging energy-sector investment in key countries, increasing international emergency oil reserves, and promoting development of advanced sustainable clean energy technologies.

Output Indicator

Indicator #1: Energy Sector Management Capacity

TARGETS	**FY 2007**	1. 364 energy institutions with improved capacity to reform and manage their sector. 2. 105 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) drafted as a result of USAID programs. 3. 64 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) adopted as a result of USAID programs. 4. 20 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) implemented as a result of USAID programs.
	FY 2006	1. 357 energy institutions with improved capacity to reform and manage their sector. 2. 95 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) drafted as a result of USAID programs. 3. 58 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) adopted as a result of USAID programs. 4. 15 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) implemented as a result of USAID programs.
RESULTS	2005	1. 337 energy institutions with improved capacity to reform and manage their sector. 2. 87 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) drafted as a result of USAID programs. 3. 53 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) adopted as a result of USAID programs. 4. 11 energy policy reforms (e.g. decrees, policies, laws, technical standards etc.) implemented as a result of USAID programs.
	2004	1. 216 energy institutions with improved capacity to reform and manage their sector. FY 2004 will serve as baseline. 2. 183 new energy policy interventions accomplished as a result of USAID programs.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Secure, stable energy markets and efficient, capable energy institutions – crucial structural elements for development – must be rooted in strong policies and reforms. This indicator examines whether countries are capable of managing the energy sector to achieve greater energy efficiency. The indicator was changed effective 2005 in order to more specifically measure impact, as the previous wording of "interventions" was judged to be too general. This explains the decrease in numbers between the 2004 baseline and 2005.
	Data Source	USAID annual reports from operating units.

I/P #8: Stable Financial Markets		
Enable countries to avert or recover from financial crises and to access private capital.		
Output Indicator		
Indicator #1: Percentage of Debt Crisis Countries on IMF Programs Successfully Reforming		
TARGETS	**FY 2007**	65% of countries with an active Paris Club agreement are on IMF programs or otherwise reforming.
	FY 2006	60% of countries with an active Paris Club agreement are on IMF programs or otherwise reforming.
RESULTS	2005	83% of countries with an active Paris Club agreement were on IMF programs or otherwise reforming.
	2004	78% of countries with an active Paris Club agreement were on IMF programs or otherwise reforming.
	2003	74% of countries with an active Paris Club agreement were on IMF programs or otherwise reforming.
	2002	63% of countries with an active Paris Club agreement were on IMF programs or otherwise reforming.
DATA QUALITY	Indicator Validation	Debt relief programs provide effective leverage to encourage countries in financial crisis to adopt solid fiscal and monetary policies, contributing to individual country and international financial stability.
	Data Source	International Monetary Fund and Paris Club.

Annual Performance Goal #4
EP.04 ENHANCED FOOD SECURITY AND AGRICULTURAL DEVELOPMENT.

I/P #9: Agriculture-led Income Opportunities Expanded

Capacity of organizations and individuals to support the production and distribution of food and marketable agricultural goods.

Output Indicator

Indicator #1: Level of Agricultural Sector Capacity

TARGETS	**FY 2007**	1. 1,768 agricultural technologies made available for transfer through USAID programs. 2. 9,620 producer organizations, trade and business associations, and CBOs assisted by USAID.
	FY 2006	1. 505 agricultural technologies made available for transfer through USAID programs. 2. 12,814 producer organizations, trade and business associations, and CBOs assisted by USAID.
RESULTS	2005	1. 511 agricultural technologies made available for transfer through USAID programs. 2. 10,759 producer organization, trade and business associations, and CBOs assisted by USAID.
	2004	1. 547 agricultural technologies made available for transfer through USAID programs. 2. 15,717 producer organizations, trade and business associations, and CBOs assisted by USAID.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	As arable land becomes scarcer and more strained, increasing agricultural productivity through a variety of technologies and efficiencies measures is crucial for ensuring a stable and adequate food supply and sufficient earning potential from agricultural activities.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #2: Number of Countries Allowing Commercial Use of Agricultural Biotechnology and Global Acreage of Biotech Crops Under Cultivation

TARGETS	**FY 2007**	20 countries commercialize agricultural biotechnology; acreage of agricultural biotechnology crops increases 12 percent.
	FY 2006	17 countries commercialize agricultural biotechnology; acreage of agricultural biotechnology crops increases 12 percent.
RESULTS	2005	Based upon full year data for CY 2004, ag biotech acreage was trending at a 15-20% rate of growth in the first 3 months of FY 2005. China nears commercialization of biotech rice variety. French farmers plant biotech maize in relatively large quantities for the first time. The Spanish interministerial biotechnology commission approved Roundup Ready biotech corn seed for cultivation in Spain.
	2004	14 countries were producing biotechnology products. Australia approved the commercialization of biotechnology-derived canola. Malaysia and Thailand are taking steps toward putting biosafety frameworks in place that would allow for the commercialization of biotechnology-derived crops. Philippines approved a second biotech corn event. Brazil legalized its biotech soybean crop and approved biotech cotton. Total acreage increased 20%.
	2003	1. The Philippines and Brazil commercialized ag-biotech. 2. Acreage of agricultural biotechnology crops under cultivation increased 12 percent from 2001 to 2002.
	2002	1. India commercialized transgenic cotton. 2. Philippines and Brazil took initial steps toward commercializing ag-biotech.
DATA QUALITY	Indicator Validation	Science-based regulatory regimes in place to determine safety of agricultural biotechnology products. Strong regulatory system provides public confidence; provides strong foundation for policy decision to permit commercialization of biotechnology-derived crops. Countries that commercialize biotechnology-derived crops most likely to permit entry of biotechnology-derived products from other countries.
	Data Source	International Service for the Acquisition of Agri-biotech Applications. U.S. Department of Agriculture grain Reports.

Outcome Indicator

Indicator #3: Per Capita Food Production Index (All Developing Countries, 1989-91=100)		
TARGETS	**FY 2007**	131.7
	FY 2006	131.4
RESULTS	2005	130.9
	2004	128.6
	2003	NA
	2002	NA
DATA QUALITY	Indicator Validation	This is a measure of agricultural productivity as it affects both incomes and food security of billions of people in developing countries. It is key indicator of food security and vulnerability as well.
	Data Source	Food and Agriculture Organization of the United Nations

I/P #10: Protect and Increase Assets and Livelihoods of the Poor		
Ensure access to food to protect and enhance the livelihoods of vulnerable populations.		
Output Indicator		
Indicator #1: Number of People Receiving Title II Food Assistance		
TARGETS	**FY 2007**	103,000,000 people receiving Title II Food Assistance.
	FY 2006	101,000,000 people receiving Title II Food Assistance.
RESULTS	2005	100,000,000 people receiving Title II Food Assistance.
	2004	96,387,000 people received Title II Food Assistance.
	2003	124,019,000 people received Title II Food Assistance.
	2002	86,499,000 people received Title II Food Assistance.
DATA QUALITY	Indicator Validation	The broadest measure of USG impact on food insecure populations is the number of people receiving food assistance.
	Data Source	Data collected and reported by various USAID implementers (Varies on a mission-by-mission basis).

V. Illustrative Examples

Economic Prosperity and Security	
Building Trade Capacity in the Dominican Republic and Central America	The US-Dominican Republic-Central American Free Trade Agreement (DR-CAFTA) established historical precedent by linking U.S. trade and development goals through a regional Committee on Trade Capacity Building. State, USAID, USTR, and other U.S. Government agencies, together with international organizations, NGOs and the private sector, are working with our trade partners to identify trade-related technical assistance needs and priorities. These efforts not only support the negotiation and implementation of the agreement, but help our partners lift their populations out of poverty, build prosperity, and reinforce democracy.
India - Economic Engagement with an Important Emerging Market	India's economic engagement with the United States continues to grow in size and complexity and we have sought to build upon that through new elements in our bilateral relationship. The Department established an Economic Dialogue, which has five principal components covering trade issues, financial and economic questions, environmental concerns and the potential of information and communications technologies and commercial issues. In addition, the Department launched an Energy Dialogue on May 31, 2005, focusing on key parts of energy security -- demand and supply management, clean technologies, more efficient power plant systems, and preparedness in the event of supply disruptions. State, USAID, and DOE work together in this process to help mobilize secure, clean reliable and affordable sources of energy and promote increased trade and investment in the energy sector by working with the public and private sectors to further identify areas of cooperation and collaboration. The Department also played a critical role in concluding an Open Skies Agreement with India in January. This breakthrough agreement completely liberalizes the aviation market between the two countries, leading directly to a substantially increased level of service to this important market.
Expanding Trade and Economic Opportunities in Africa	Through the President's Trade for African Development Enterprise (TRADE) Initiative, USAID has promoted economic growth, development, and jobs by expanding the opportunities for African firms to participate in international trade. The initiative is opening a new global market for African exports of seafood, coffee, shea butter, hand-woven textiles, apparel, and handicrafts. The initiative is promoting more efficient transportation networks in the Trans Kalahari Corridor in Southern Africa through a trilateral Memorandum of Understanding to extend the border opening hours and to simplify and harmonize customs documents. (Utilization of the Trans Kalahari Corridor has increased from 15 percent of capacity in 1999 to 60 percent in 2003). Furthermore, the initiative is building support within West African community for more transparent and harmonized tariffs to enhance freer regional trade.
Mexico	It is in the United States' interest to work with Mexico on its economic and political reform agendas, given Mexico's close proximity, its geopolitical importance in the region, and Mexican migration to the United States. The two countries share a frontier that has on average more than one million border crossings per day. Several U.S. and Mexican industries (particularly automotive and electronics) have closely linked production chains, many U.S. businesses remain dependent on an influx of Mexican migrant labor, and many Mexican firms are highly dependent on U.S. technology and the U.S. market. The USAID program in Mexico contributes significantly to the bilateral Bush-Fox Partnership for Prosperity to stimulate private investment. USAID's scholarship and exchange program will enhance the capacity of higher education institutions in the United States and Mexico to examine development problems, and will provide greater opportunities for Mexicans in poor, rural, and indigenous areas. Forty six university partnerships and 550 scholarships have been awarded to date. The partnerships have secured greater than a 1:1 ratio of matching funds. USAID is addressing natural resource conservation in key watersheds and biodiversity sites and generating new sources of income for rural farmers and inhabitants. USAID's microfinance program is working with credit unions, private banks, and associations to facilitate lower-cost remittance transfers from the United States to Mexico and encourage savings and investment by Mexicans in both countries.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
International Organization Affairs	310,515	286,644	326,724
European and Eurasian Affairs	37,684	37,502	36,334
East Asian and Pacific Affairs	25,196	28,023	26,908
African Affairs	17,785	24,429	26,269
Other Bureaus	169,498	88,332	97,099
Total State Appropriations	**$560,678**	**$464,930**	**$513,334**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	105,936	122,458	57,604
Overseas Private Investment Corp	(185,910)	(161,076)	(159,512)
Trade and Development Agency	32,696	32,250	32,192
Title II - Bilateral Economic Assistance			
USAID	1,104,793	927,209	834,998
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	2,134,034	1,456,072	1,618,058
Independent Agencies	96,026	100,129	103,947
Department of State	-	-	-
Department of Treasury	118,048	84,150	206,499
Conflict Response Fund	-	-	-
Millennium Challenge Account	1,488,000	1,752,300	3,000,000
Title III - Military Assistance			
International Military Education/Training	-	-	-
Foreign Military Financing	-	75	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	843,200	940,500	950,000
International Financial Institutions	375,999	336,736	378,968
International Organizations/Programs	241,223	247,741	228,105
Total Foreign Operations	**$6,354,045**	**$5,838,545**	**$7,250,859**
Grand Total	**$6,914,723**	**$6,303,475**	**$7,764,193**

Strategic Goal 9: Social and Environmental Issues

Improve Health, Education, Environment, and Other Conditions for the Global Population

I. Public Benefit

Disease, poverty, displacement, irregular migration, lack of education, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. By supporting over 10 Presidential Initiatives and numerous programs that integrate economic growth with social development and environmental stewardship, we are extending the basic values American citizens hold dear: prosperity, sustainable management of our natural resources, good health, and knowledge-based society.

In 2005, 38 million adults and 2.3 million children were living with HIV, 4.9 million people became infected, and 3.1 million died of AIDS. 3.2 billion of the world's poorest are at risk of malaria. Over 1 million people die of malaria each year, mostly children. One third of the world's population is infected with TB; nearly 9 million new TB cases occur each year and 2 million people die. U.S. investments have stimulated the rapid expansion of HIV/AIDS treatment, prevention, and care in high-priority countries, along with improved quality of life for affected persons. More couples are able to decide the number and spacing of their children and have access to skilled childbirth care. More children are being immunized and survive common childhood illnesses. Access to effective prevention and treatment for malaria and tuberculosis has expanded, as has international engagement to address Avian Influenza, eradicate polio, improve health systems, and understand chronic disease. Through regional dialogues and assistance to human trafficking victims, we promote effective and humane international migration policies and systems.

Nearly 24% of adults in the developing world are non-literate. Investments in basic education are critical to provide millions with the literacy and numeracy skills needed to live productively in today's world. Improved higher education promotes stable, skilled work forces, economic betterment, and an informed society that demands and participates constructively in democratic institutions. Nearly half of the developing world's population lacks improved sanitation, and over a billion people lack access to improved drinking water, causing 1.7 million deaths per year, mostly children. 2 billion people lack access to affordable, reliable energy. The developing world's population depends on fish for at least 20% of their animal protein intake, and fisheries exports generate more foreign exchange than any other traded food commodity. Yet three quarters of the world's marine fisheries are over-fished, and stocks have been in steady decline for three decades. Over 1.6 billion people depend on forests for food, medicines and fibers. Yet 16 million hectares of forest were lost annually in the 1990's, and deforestation has accelerated alarmingly ever since.

Sound governance of natural resources not only protects the planet, it is a key condition for sustainable growth and a key attribute of democratic governance. Conservation of biodiverse ecosystems provides income, sustainable livelihoods and a healthy foundation for human well-being. By promoting access to clean drinking water and clean, modern energy, by sustainably managing fisheries, forests, and other flora and fauna, by keeping dangerous chemicals and other pollutants out of terrestrial and marine environments, by increasing resilience to climate variability and change, and by improving the environmental capacity of trade partners, we are promoting economic prosperity in sustainable harmony with nature. By building broad partnerships among U.S. government agencies, foreign governments, international organizations, non-governmental organizations, the private sector, and private and multilateral donor organizations, all of these initiatives reduce the strains on society that lead to conflict and even terrorism, while inculcating democratic values of participatory decision-making, rule of law, and transparency.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	296	288	291	3	0.9%
Funds[2]	$5,308,250	$5,238,032	$6,121,425	$883,393	16.9%

Note (1): Department of State direct-funded positions. Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Social and Environmental Issues strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Social and Environmental Issues	Global Health	President's Emergency Plan for AIDS Relief	CIO, CS&H, D&CP, ESF, GAI, IO&P	S/GAC, GH	HHS, DoD, DOL, EPA, CDC, NSC, CEQ, Commerce, Peace Corps, UNAIDS, WHO, UNICEF, private sector entities
		Infectious Diseases	CIO, CS&H, D&CP, ESF, GAI, IO&P, FSA, SEED	OES, IO, S/GAC GH	UNICEF, HHS, CDC, UN, WHO, private sector entities
		Maternal and Reproductive Health	CIO, CS&H, D&CP, IO&P, FSA, SEED	PRM, GH	UNICEF, HHS, UN, WHO, private sector entities
		Child Health	CIO, D&CP, IO&P, CS&H, FSA, SEED	GH	UNICEF, HHS, UN, WHO, Private sector entities
	Environmental Protection	Institutionalizing Sustainable Development	D&CP, ESF, FSA, SEED	OES, EGAT, PPC/P	EPA, USDA, NOAA, DOE, Smithsonian Institution, civil society and private sector organizations
		Global Climate Change	D&CP, IO&P, ESF, DA	OES, STAS, EGAT/ESP	DOE, EPA, CEQ, CEA, NOAA, NASA, Treasury, USDA, NSF, DOC, DOI, DOT, DoD
		Conservation of Biodiversity	D&CP, ESF, DA	AF, OES, WHA, EGAT/ESP, AFR	USDA, Treasury Department, USDA-Forest Service, NGOs, International Organizations
		Coastal and Marine Resources	D&CP, ESF, IO&P	OES, EGAT/ESP	DOC National Oceanic and Atmospheric Administration, DOI, USFWS, EPA, NSF, NRC, NASA, DoD, USTR, USCG, NGOs, International Organizations, and International Coral Reef Initiative Partners
		International Fisheries Commissions	IO&P	OES	DOC National Oceanic and Atmospheric Administration, USDA, DOE, DOI USFWS, EPA, NSF, USCG, NGOs, private sector entities, and International Organizations
	Access to Quality Education	Improved Access to Quality Education	D&CP, DA, CIO, FSA, SEED	EGAT/ED, AFR	World Bank, UNESCO, OPIN
	Migration Policies and Systems	Effective and Humane Migration Policies and Systems	ERMA, MRA	PRM	IOM, DHS

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
SE.01 IMPROVED GLOBAL HEALTH, INCLUDING CHILD, MATERNAL, AND REPRODUCTIVE HEALTH, AND THE REDUCTION OF ABORTION AND DISEASE, ESPECIALLY HIV/AIDS, MALARIA, AND TUBERCULOSIS.

I/P #1: President's Emergency Plan for AIDS Relief

The Emergency Plan targets $10 billion in funding to integrate and scale-up national HIV/AIDS prevention, treatment, and care services in 15 of the most affected countries of the world representing at least 50% of all HIV infections worldwide.

Output Indicator

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

TARGETS	**FY 2007**	1,300,000
	FY 2006	860,000
RESULTS	2005	Data collected for the first half of FY 2005 shows that the Emergency Plan is supporting treatment to 235,000 individuals, exceeding the Year One goal of treating 200,000 individuals by June 2005. As of September 30, 2005, the Emergency Plan supported treatment for 401,000 individuals.
	2004	With only 8 months of funding, 155,000 people received treatment.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Annual reports by UNAIDS and the WHO identifying numbers of people receiving treatment. Country reports by UN agencies, including UNICEF and UNDP, indicating status of human and social development indicators such as life expectancy and infant and under-5 mortality rates.
	Data Source	Annual and semi-annual progress reports from each of the focus countries reporting numbers of people receiving treatment in each country. Annual reports by UNAIDS and the WHO identifying numbers of people receiving treatment.

Outcome Indicator

Indicator #2: Estimated Number of HIV Infections Prevented in the Focus Countries (PART)

TARGETS	**FY 2007**	2,800,000
	FY 2006	1,900,000
RESULTS	2005	As of September 30, 2005, the Emergency Plan has supported community outreach activities to over 42 million people to prevent sexual transmission, supported prevention of mother-to-child transmission for over 3.1 million women, antiretroviral prophylaxis for 248,100 women, and prevented an estimated 46,900 infant HIV infections (cumulative for fiscal years 2004 and 2005). The Emergency Plan has also supported training or retraining of over 316,000 people in provision of prevention services and approximately 3,100 service sites for prevention of mother-to-child transmission and blood safety.
	2004	During the first 8 months of 2004 funding: 24,041,800 individuals were reached by community outreach HIV/AIDS prevention programs. 130, 073,400 persons were reached by mass media HIV/AIDS programs that promote abstinence and be faithful. 11,899,900 individuals were reached by community outreach programs that promote other prevention strategies and 76,620,600 individuals were reached by mass media HIV/AIDS prevention programs that promote other prevention strategies. Counts cannot be added because the same individuals may be reached by more than one prevention program. In addition, 1.2 million women were reached with prevention of mother to child transmission (PMTCT) services, of whom 125,100 received mostly short-course antiretroviral preventive therapy, averting an estimated 23,766 infections of newborns. 2004 prevalence rates unavailable for focus countries, but will be available for at least 5 focus countries by end of 2005 calendar year. Based on September 30, 2004 reports more than 120 million people have been reached with prevention messages/ programs, exceeding the Year One June 2005 goal of reaching 47.8 million people with prevention messages/ programs by 250 percent.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Country longitudinal ANC prevalence rates triangulated with population survey HIV testing results. Country bi-annual reports from UNAIDS reporting prevalence rates. Country reports by UN agencies, including UNICEF and UNDP, indicating status of human and social development indicators.
	Data Source	1. Annual and semi-annual progress reports from each of the focus countries will report results for numbers of persons receiving prevention services and the number of infections prevented. 2. Country bi-annual reports from UNAIDS reporting prevalence rates. 3. Country demographic health surveys reporting HIV/AIDS prevalence rates.

Output Indicator

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

TARGETS	**FY 2007**	6,700,000
	FY 2006	4,300,000
RESULTS	2005	As of March 30, 2005, over 2 million people were receiving care and support services, exceeding the Year One goal of providing services to 1.15 million people by June 2005. As of September 30, 2005, the Emergency Plan was supporting care and support services to approximately 2.9 million people.
	2004	1.7 million people received care and support services.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Population-based surveys of care and support for orphans and vulnerable children; program monitoring of provider capacity and training; targeted program evaluations; and management information systems that integrate data from patient care management systems, facility and program management systems.
	Data Source	Annual and semi-annual progress reports from each of the focus countries reporting numbers of people receiving care and support in each country.

I/P #2: Infectious Diseases

Increased use of proven interventions to reduce the threat of infectious diseases of major public health importance.

Output Indicator

Indicator #1: Avian Influenza

TARGETS	FY 2007	1. Refining of national response plans through lessons learned from testing plans via table-top exercises and responding to outbreaks. 2. Verification of the WHO international response and containment strategy through international table-top exercise. 3. Support early warning systems for information gathering on animal and human infections in at least five high risk countries. 4. Establish a global wild bird surveillance network to track the spread of the H5N1 virus.
	FY 2006	1. Double the number of countries with tested response plans which meet WHO standards and are coordinated with and facilitate international support and assistance. 2. Passage by the 2006 World Health Assembly of a resolution detailing an international response and containment strategy, including a doctrine of deployment and concept of operations for an international stockpile of anti-viral medications and other medical countermeasures, to be activated in the event of a human outbreak. 3. Establishment of national and regional stockpiles of essential commodities (other than anti-virals, but including protective equipment) for responding to animal or human outbreaks, especially in countries and regions of highest risk. 4. Establish a communication campaign in at least five high risk countries to increase awareness of risks and appropriate behaviors to reduce AI transmission among humans and animals.
RESULTS	2005	1. At the UN General Assembly, the President launches the International Partnership on Avian and Pandemic Influenza (IPAPI) to raise political will and mobilize international resources to prevent, prepare for, and respond to outbreaks of avian influenza and any human influenza pandemic. On November 1, the President unveils the National Strategy for Pandemic Influenza, which underscores State's lead role in coordinating the USG's international efforts to combat avian and pandemic influenza. 2. At the Beijing Donors Conference, the United States pledges approximately $334 million to support the global campaign against avian influenza. These funds will be used to: assist countries with development of national prepared plans, improve surveillance and response systems, train local rapid response teams and medical personnel, and support communications and public awareness campaigns to limit practices that contribute to the spread of the avian influenza virus.
	2004	Baseline: Highly pathogenic avian influenza H5N1 re-emerges in Asia and Southeast Asia, causing widespread outbreaks among domesticated birds, dozens of confirmed cases of human illness (half of whom died) and raising fears that H5N1 might be the source of the next human influenza pandemic.
	2003	NA
	2002	NA
DATA QUALITY	Indicator Validation	This indicator will measure increased world-wide capacity to respond to this emerging disease threat.
	Data Source	HHS, U.S. Center for Disease Control (CDC), World Health Assembly

Outcome Indicator

Indicator #2: Expanding and Enhancing Surveillance and Response Capacities Worldwide

TARGETS	**FY 2007**	1. Continue work on preparedness response plans, adding two additional countries. 2. One additional Field Epidemiology Training Program (FETP) established in Africa or another region. 3. Add one IEIP in a different region. 4. Revised WHO International Health Regulations (IHRs) enter into force on June 15, 2007. Reservations (if any) are submitted by December 15, 2006.
	FY 2006	1. Support preparedness response plans for key diseases and bioterrorist events in two selected countries and begin work on building an international platform for information sharing. 2. African regional rapid response teams established to conduct epidemiological investigations on infectious diseases of public health importance. 3. States Parties submit any reservations to the International Health Regulations (IHRs), conform national legislative and administrative arrangements, and begin core capacity development in surveillance, preparedness, and response, pursuant to the IHRs.
RESULTS	2005	1. Negotiations with China on an International Emerging Infections Program should be completed by the summer of 2005. 2. Negotiations on the revised IHRs were completed and the final text was approved by the 58th World Health Assembly. 3. HHS/CDC has established a regional Field Epidemiology and Laboratory Training Program in Nairobi, Kenya, which also provides training for Tanzania and Uganda. They have added two more FETPs to China and are working to establish networks in India and Brazil. Negotiations are pending with Pakistan, Turkey and South Africa.
	2004	Baseline: Interagency meetings held; surveillance built into planning for, e.g., pandemic influenza preparedness. Technical reviews of the revised IHR at global, regional, and sub-regional levels took place.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	These indicators demonstrate an increased world-wide capacity to respond to disease outbreaks, whether naturally occurring or deliberate.
	Data Source	HHS, U.S. Center for Disease Control (CDC), World Health Assembly

Outcome Indicator

Indicator #3: Tuberculosis Treatment Success Rate (%) (39 Countries)

TARGETS	**FY 2007**	TB Treatment Success Rate: 1. Less than 50%: 0 2. 50-84%: 24 3. 85% or more: 15
	FY 2006	TB Treatment Success Rate: (39 countries) 1. Less than 50%: 0 2. 50-84%: 27 3. 85% or more: 12
RESULTS	2005	*FY 05 Target Data:* TB Treatment Success Rate: (36 countries: 2 not reporting) 1. Less than 50%: 0 2. 50-84%: 25 3. 85% or more: 9
	2004	TB Treatment Success Rate: 1. Less than 50%: 0 2. 50-84%: 9 3. 85% or more: 27
	2003	No specific data were available from USG sources.
	2002	TB Treatment Success Rate: Baseline: 2000 Results 1. Less than 50%: 0 2. 50-84%: 28 3. 85% or more: 7
DATA QUALITY	Indicator Validation	Tuberculosis Treatment Success Rate is defined as the proportion of patients who complete their entire course of treatment. The above indicator reflects the TB Treatment Success Rate by countries receiving assistance from USAID.
	Data Source	WHO Reports, Global Tuberculosis Control, Geneva.

Output Indicator

Indicator #4: Percentage of Households in Malaria Endemic Areas with at Least One Insecticide Treated Net

TARGETS	**FY 2007**	Insecticide Treated Net (ITN) Coverage Rate: 50%
	FY 2006	ITN Coverage Rate: 35%
RESULTS	2005	ITN Coverage Rate: 28% (12 countries)
	2004	ITN Coverage Rate: 18% (8 countries)
	2003	ITN Coverage Rate: 13%
	2002	N/A
DATA QUALITY	Indicator Validation	Proportion of households with at least one insecticide-treated net in countries with active USAID prevention/ITN activities. Insecticide-treated mosquito nets, if used properly, are one of the best ways to prevent mosquitoes from biting and infecting individuals with malaria. ITNs act as a barrier to prevent mosquitoes biting, but also the insecticide repels, inhibits, or kills any mosquitoes attracted to feed.
	Data Source	USAID records (simple average).

Output Indicator

Indicator #5: President's Malaria Initiative: Increase in Number of Countries Where Initiative has Begun and is Operating Effectively

TARGETS	**FY 2007**	Initiative launched and on track in 7 countries. "On track" means that a country plan is drafted and approved, baseline surveys are in process or completed, procurement is proceeding as planned, and planned initial activities take place on schedule.
	FY 2006	Initiative launched and on track in 3 countries.
RESULTS	2005	There is no 2005 data as the Initiative was launched in December 2005.
	2004	NA
	2003	NA
	2002	NA
DATA QUALITY	Indicator Validation	The goal of the Presidential Malaria Initiative is to increase coverage of prevention interventions (insecticide-treated nets and indoor residual spraying); access to effective treatment; and prevention of malaria in pregnancy to 85% of vulnerable populations. In each year of the initiative, new countries will be added (ultimately increasing to about 15) and baselines established through multi-indicator cluster surveys (conducted by UNICEF), or malaria indicator surveys. Progress against each of the intervention areas will be measured routinely through program data collection and impact measured through a malaria indicator survey after two years of implementation.
	Data Source	USAID Global Health system to monitor Presidential Malaria Initiative.

I/P #3: Maternal and Reproductive Health		
Reduce unintended pregnancy, promote healthy reproductive behavior, and enhance maternal survival, health and nutrition.		
Output Indicator		
Indicator #1: Percent of Births Attended by Skilled Birth Attendants		
TARGETS	**FY 2007**	Percent of Births Attended by Skilled Birth Attendants: 50.6%
	FY 2006	Percent of Births Attended by Skilled Birth Attendants: 50.0%
RESULTS	2005	Percent of Births Attended by Skilled Birth Attendants: 49.6%
	2004	Percent of Births Attended by Skilled Birth Attendants: 48.8%
	2003	Percent of Births Attended by Skilled Birth Attendants: 48.0%
	2002	Percent of Births Attended by Skilled Birth Attendants: 47.1%
DATA QUALITY	Indicator Validation	Most non-abortion-related maternal deaths happen during labor and delivery or within the first few days following birth. Many potentially fatal complications occur among women who do not fall into any of the traditional high-risk groups and are therefore difficult to predict and/or prevent. In many countries most births occur at home. Prompt recognition of complications, initiation of treatment, and referral by a skilled birth attendant can be life saving. Worldwide indicator.
	Data Source	Demographic and Health Surveys data and CDC/Reproductive Health Surveys data as compiled by USAID's Analysis, Information Management and Communications Information project.

Output Indicator

Indicator #2: Modern Contraceptive Prevalence Rate (Global)		
TARGETS	FY 2007	Modern Contraceptive Prevalence Rate: 39.4%
	FY 2006	Modern Contraceptive Prevalence Rate: 38.3%
RESULTS	2005	Modern Contraceptive Prevalence Rate: 38.5%
	2004	Modern Contraceptive Prevalence Rate: 36.0%
	2003	Modern Contraceptive Prevalence Rate: 34.7%
	2002	Modern Contraceptive Prevalence Rate: 33.6%
DATA QUALITY	Indicator Validation	Contraceptive Prevalence Rate: Percentage of in-union women of reproductive age (age 15-49) voluntarily using, or whose partner is using, a modern method of contraception in accordance with their own desire to space or limit childbearing.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Analysis, Information Management, and Communications project. Data based on 30 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's FP/RH program is focused, rather than from India as a whole are used in the calculation.

Output Indicator

Indicator #3: Percent of First Births to Mothers Under Age 18		
TARGETS	FY 2007	Percent of First Births to Mothers Under Age 18: 22.8%
	FY 2006	Percent of First Births to Mothers Under Age 18: 23.1%
RESULTS	2005	Percent of First Births to Mothers Under Age 18: 23.3%
	2004	Percent of First Births to Mothers Under Age 18: 23.6%
	2003	Percent of First Births to Mothers Under Age 18: 23.9%
	2002	Percent of First Births to Mothers Under Age 18: 24.2%
DATA QUALITY	Indicator Validation	The proportion of women who had a first birth below age 18 among women aged 15-24 at the time of the survey. Young maternal age is associated with worse health outcomes for mothers and infants. To be included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Analysis, Information Management, and Communications project. Data based on 26 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's program is focused, rather than from India as a whole are used in the calculation.

Output Indicator

Indicator #4: Percent of Births Spaced Three or More Years Apart

TARGETS	**FY 2007**	Percent of Births Spaced Three or More Years Apart: 50.2%
	FY 2006	Percent of Births Spaced Three or More Years Apart: 49.4%
RESULTS	2005	Percent of Births Spaced Three or More Years Apart: 48.5%
	2004	Percent of Births Spaced Three or More Years Apart: 44.7%
	2003	Percent of Births Spaced Three or More Years Apart: 44.0%
	2002	Percent of Births Spaced Three or More Years Apart: 43.3%
DATA QUALITY	Indicator Validation	Birth Spacing: The proportion of all birth intervals (open and closed) that are 36 months or longer. Longer birth intervals are associated with better health outcomes for both mothers and infants. To have its data included in this indicator, a country must have received at least $1M in FY 2003 FP/RH funding and have had at least two household surveys. Spacing births 3 or more years apart is linked to significant improvements in maternal and infant health, so this indicator best reflects the strong health rationale for family planning.
	Data Source	Demographic and Health Surveys (DHS) data and CDC/Reproductive Health Surveys (RHS) data as compiled by USAID's Analysis, Information Management, and Communications project. Data based on 27 USAID assisted countries with DHS or RHS data. Data from the Indian state of Uttar Pradesh, where USAID's program is focused, rather than from India as a whole are used in the calculation.

I/P #4: Child Health

Infant and child survival, health, and nutrition improved.

Outcome Indicator

Indicator #1: Under Age Five Mortality Rate

TARGETS	**FY 2007**	Under Age Five Mortality Rate: 83/1,000
	FY 2006	Under Age Five Mortality Rate: 84/1,000
RESULTS	2005	Under Age Five Mortality Rate (provisional): 85/1,000
	2004	Under Age Five Mortality Rate (2002): 87/1,000
	2003	Under Age Five Mortality Rate (2000): 91/1,000
	2002	Under Age Five Mortality Rate (1998): 94/1,000
DATA QUALITY	Indicator Validation	Deaths of children before completing 60 months of life per 1,000 children born alive – Developing Countries Worldwide (excluding CIS). This is the basic indicator of child survival trends, and is the subject of the International (Millennium) Development Goals being tracked by most developing countries and international organizations.
	Data Source	UNICEF annual progress report on child health.

Output Indicator

Indicator #2: Percentage of Children with DPT3 Coverage

TARGETS	**FY 2007**	80%
	FY 2006	79%
RESULTS	2005	78%
	2004	76%
	2003	75%
	2002	73%
DATA QUALITY	Indicator Validation	Percentage of infants that received 3 doses of diphtheria/pertussis (whooping cough)/tetanus vaccine. This is the internationally accepted indicator for coverage of child immunization – one of the most fundamental child health interventions – through regular immunization programs.
	Data Source	UNICEF Statistical Database, update Jan. 2006.

Annual Performance Goal #2
SE.02 PARTNERSHIPS, INITIATIVES, AND IMPLEMENTED INTERNATIONAL TREATIES AND AGREEMENTS THAT PROTECT THE ENVIRONMENT AND PROMOTE EFFICIENT ENERGY USE AND RESOURCE MANAGEMENT.

I/P #5: Institutionalizing Sustainable Development

Promote implementation of sustainable development practices, policies, and institutions, focused on key issues including water, energy, biodiversity, good governance, education, agriculture, environment and economic growth.

Output Indicator

Indicator #1: Multilateral Institutions and Events Adopt Results-Focused Approaches Pioneered by the UN Commission on Sustainable Development (CSD) and/or Link to the UN CSD

TARGETS	**FY 2007**	One or more major private sector or civil society consortia launches an initiative to deliver access to clean, modern, healthy and efficient energy services. World Bank's 2007 Energy Week builds on the CSD Energy Cycle. One or more regional development banks advances efforts on access to energy services in their region. Stockholm Water Week incorporates capacity building and partnerships elements.
	FY 2006	The World Bank advances implementation of energy objectives identified in CSD. The World Water Forum and/or other major international events incorporate innovative capacity building elements into their working methods.
RESULTS	2005	During its thirteenth session (CSD-13), the recently reformed UN CSD provided capacity building to over 500 participants through the CSD Learning Center. During the two-year CSD Water Cycle capped by CSD-13, over 70 new public-private partnerships were registered. In addition, CSD-13 established a non-negotiated "Matrix of Policy Options and Practical Measures," an implementation-oriented tool for sharing best practices and lessons learned on increasing access to safe water and sanitation.
	2004	UN CSD's 12th Session (April 2004) consisted of a first-ever non-negotiating "Review Session" focused on water, sanitation, and human settlements, drawing record levels of participation from governments, civil society, and private sector organizations. CSD 12's "Learning Center" provided capacity building through 18 courses, each of which drew an average of 25 to 30 participants representing a cross-section of stakeholders. CSD 12's "Partnerships Fair" drew an average of about 42 people each to fifty presentations and still more to 28 information desks, 18 poster exhibits, five video displays, and six thematic dialogues.
	2003	After active U.S. engagement and conceptual input, the UN CSD's 11th Session (April 2003) adopts a series of major reforms, including a multi-year program of work which for the first time lays out a sequence of thematic priority areas (water for 2003-2005; energy for 2005-2007, etc.). CSD-11 also introduces a number of programmatic innovations into the CSD's working methods, including a Learning Center and a Partnerships Fair.
	2002	The Johannesburg World Summit on Sustainable Development calls for reform of the Commission on Sustainable Development to place more emphasis on implementation at all levels, including promoting and facilitating multi-stakeholder partnerships, and contains the strongest language to date on domestic good governance as a foundation for sustainable development.
DATA QUALITY	Indicator Validation	The U.S. is pushing for an increased focus on implementation within international sustainable development institutions and processes. A cornerstone of this push has been efforts to reform the UN Commission on Sustainable Development and to use this progress to catalyze change in other bodies and processes. The indicator measures how broadly the reform efforts have taken hold from two perspectives: first, the extent to which new ways of doing business piloted in the UN CSD are being replicated in other international processes. And, second, the extent to which the UN CSD's priorities are being used to foster greater donor coordination and coherence among international processes.
	Data Source	Reports and other outcome documents from international institutions and processes.

Outcome Indicator

Indicator #2: Number of People in Target Areas With Access to Adequate Safe Water Supply and/or Sanitation That Meets Sustainability Standards

TARGETS	**FY 2007**	1. 30,000,000 people in target areas with improved access to adequate safe water supply; 2. 30,000,000 people in target areas with access to sanitation that meets sustainability standards. 3. 70,194 Integrated water resources management (IWRM) governance groups established.
	FY 2006	1. 28,250,000 people in target areas with improved access to adequate safe water supply; 2. 28,000,000 people in target areas with access to sanitation that meets sustainability standards 3. 66,878 Integrated water resources management (IWRM) governance groups established.
RESULTS	2005	1. 24,167,302 people in target areas with improved access to adequate safe water supply; 2. 26,720,257 people in target areas with access to sanitation that meets sustainability standards. 3. 64,059 Integrated water resources management (IWRM) governance groups established.
	2004	1. 10,810,722 people in target areas with improved access to adequate safe water supply; 2. 11,104,271 people in target areas with access to sanitation that meets sustainability standards. 3. 60,512 Integrated water resources management (IWRM) governance groups established.
	2003	1. 3,050,635 people in target areas with improved access to adequate safe water supply and/or sanitation that meets sustainability standards. 2. 57,436 Integrated water resources management (IWRM) governance groups established.
	2002	N/A
DATA QUALITY	Indicator Validation	Safe, sustainable supplies of water and sanitation have many environmental and health benefits, such as preserving natural resources and reducing infectious disease rates.
	Data Source	Online Presidential Initiative Network Database and USAID annual reports from operating units.

Outcome Indicator

Indicator #3: Number of People with Increased Access to Modern Energy Services

TARGETS	**FY 2007**	55,000,000 million people with access to modern energy services.
	FY 2006	50,000,000 million people with access to modern energy services.
RESULTS	2005	48,772,60 million people with access to modern energy services.
	2004	4,800,000 million people with access to modern energy services.
	2003	Baseline: 4,765,923 people with access to modern energy services.
	2002	N/A
DATA QUALITY	Indicator Validation	Access to energy supplies and services promotes natural resource conservation, improves standards of living, and enhances economic opportunity, fostering increased sustainable development overall. The large increases from 2004 to 2005 was related to a shift of resources into this area primarily in two countries - Iraq and Bangladesh (over 90% of the total combined). It should further be noted that projections for 2006 and 2007 are predicated upon similar future funding levels.
	Data Source	USAID annual reports from operating units.

I/P #6: Global Climate Change

Implement the President's approach in addressing climate change, including through initiatives on hydrogen technologies, earth observation, methane recovery, carbon capture and storage, nuclear energy technology, as well as in bilateral climate change partnerships, and initiatives addressing climate change and cleaner and more efficient energy technologies.

Output Indicator

Indicator #1: Asia-Pacific Partnership

TARGETS	**FY 2007**	Asia-Pacific Partnership public-private taskforces on power generation and distribution and key industry sectors conduct technology reviews, identify cost and performance objectives, and develop pilot projects to promote clean development and greenhouse gas intensity reductions.
	FY 2006	The U.S. along with Australia, China, India, Japan and Korea at the ministerial level establish the new Asia-Pacific Partnership for Clean Development and Climate. Partners develop a vision statement and a work program for promoting technologies to reduce greenhouse gas intensity, enhance energy security, reduce air pollution, and increase efficiency. Ensure strong engagement from the private sector. Ensure coordination between U.S. activities under the Asia-Pacific Partnership with the requirements of the 2005 Energy Bill as it pertains to greenhouse gas intensity reduction efforts in developing countries of significance.
RESULTS	2005	Baseline: U.S., Australia, China, India, Japan and Korea announce their intention to develop a results-oriented cooperative effort to promote clean development, enhance energy security, reduce air pollution, and mitigate greenhouse gas emissions.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Partnerships with key countries provide a platform for advancing U.S. interest on climate change, and implement the President's instruction to actively promote international cooperation on climate change.
	Data Source	Internal and external reviews of activities under the Asia Pacific Partnership. OES tracks events through reporting on partnership activities.

Output Indicator

Indicator #2: Multilateral and Bilateral Climate Change Partnerships

TARGETS	**FY 2007**	Sustain U.S. leadership in advancing activities and deliverables on multilateral climate-related science and technology partnerships, such as the International Partnership for the Hydrogen Economy, the GenIV nuclear energy technology partnership, Global Earth Observation System of Systems (GEOSS), and the Methane-to-Markets Partnership. Include progress on projects in cooperation with developed and developing countries. Strengthen existing bilateral partnerships and advance joint projects, with particular emphasis on activities and deliverables related to international initiatives for climate adaptation, science, and clean technologies. Continue implementation of activities and deliverables under the earth observation, hydrogen, methane recovery, nuclear energy technology, and carbon capture and sequestration initiatives. Move toward project-based implementation of the Administration's FutureGen sequestration and hydrogen research initiative. In addition to supporting key bilateral partnerships, USAID will carry out climate-related development activities in 40 bilateral country missions, regional programs, and central offices. Reduce growth in greenhouse gas emissions by 2.5 million metric tons. Increase land area for carbon removals by 20 million hectares. Increase climate resiliency in critical, climate-sensitive economies.
	FY 2006	Continued U.S. leadership in advancing activities and deliverables on climate-related science and technology partnerships, including progress toward project-based implementation of the GEOSS, Methane to Markets, IPHE, the GenIV nuclear energy technology partnership, and the CSLF, in cooperation with developed and developing countries. Ensure continued strength in existing bilateral partnerships through review of effectiveness of current projects and promotion of new joint projects, with emphasis on greenhouse gas intensity reductions. In addition to supporting key bilateral partnerships, the Agency will carry out climate-related development activities in 45 bilateral country missions, regional programs, and central offices. Reduce growth in greenhouse gas emissions by 3 million metric tons. Increase land area for carbon removals by 25 million hectares. Increase climate resiliency in critical, climate-sensitive economies.
RESULTS	2005	U.S. successfully launched the new Methane to Markets partnership with 14 countries Work on international partnerships such as GEOSS, IPHE, the GenIV nuclear energy technology partnership and the CSLF continued to advance. A second Asian regional workshop on climate and energy convened, working in collaboration with a number of bilateral partners as well as with APEC. Each of the existing bilateral partnerships involves multiple discrete initiatives. Cooperative activities under the bilateral partnerships now total over 400, and within each partnership the number of activities has tended to grow at a gradual and manageable pace. Reviews of partnerships are ongoing, and activities are being adjusted to enhance effectiveness. The U.S. initiated its 15th bilateral partnership with Germany. USAID implemented climate-related activities with a total budget of $189 million, in 51 bilateral country missions, regional programs, and central offices.

	2004	Partnership with Brazil established. 13 other existing partnerships (involving multiple discrete initiatives) meet timelines and deliverables established in previous years. Reviews of partnerships are ongoing, and activities are being adjusted to enhance effectiveness. USAID implemented climate-related activities with a total budget of $195 million, in 49 bilateral country missions, regional programs, and central offices. 5 million metric tons of CO2 equivalent emissions were avoided, and 127 million hectares/year were added for activities that promote carbon storage and/or protect carbon sinks.
	2003	U.S. launches new global international initiatives on earth observation and carbon capture and storage, which will enhance understanding of environmental challenges by improving observation systems in developing countries and demonstrate the potential for large-scale reductions of greenhouse gases without the economic disruption that would result from an abrupt shift away from fossil fuel use. New bilateral partnerships announced with Australia, Canada, the EU, India, and China. Implementation of existing partnerships with Japan, Central American countries, Italy, India and Australia begins. Key working groups established, specific projects and project-related activities agreed and begun (e.g. Italy 20+ projects relating to climate science and technology; Japan 30+ projects in science, technology and policy cooperation identified for potential implementation; Australia 10 projects identified and initiated). USAID implemented climate-related activities with a total budget of $207 million, in 55 bilateral country missions, regional programs, and central offices. 4 million metric tons of CO2 equivalent emissions were avoided, and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
	2002	New bilateral partnerships announced with Australia, Canada, the EU, India, and China. Implementation of existing partnerships with Japan, Central American countries, Italy, India and Australia begins. Key working groups established, specific projects and project-related activities agreed and begun. Timelines and deliverables established or in process. USAID implemented climate-related activities with a total budget of $174 million, in 55 bilateral country missions, regional programs, and central offices. 3.8 million metric tons of CO2 equivalent emissions were avoided, and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
DATA QUALITY	Indicator Validation	Global climate change is by definition a multilateral challenge. U.S.-led multilateral and bilateral initiatives will help reduce the costs of low-carbon technologies, moving the international community toward the ultimate goal of greenhouse gas concentration stabilization. Economic development is a critical element in the Administration's approach to address climate change. USAID development projects that help reduce emissions growth and increase resiliency to climate variability and change occur in a broader set of countries than the diplomacy priorities.
	Data Source	Internal and external reviews of activities under bilateral, regional, and multilateral programs and partnerships. OES tracks events through reporting on multilateral activities. USAID annual reporting by missions and operating units.

Output Indicator

Indicator #3: International Treaties and Organizations

TARGETS	**FY 2007**	1. U.S. helps guides Intergovernmental Panel on Climate Change (IPCC) efforts to finalize the Fourth Assessment Report on Climate Change (due in 2007). 2. United Nations Framework Convention on Climate Change (UNFCCC) Parties recognize significant actions taken by Public-Private Partnerships to address climate change.
	FY 2006	1. UNFCCC Parties recognize U.S. efforts to advance technology and cost-effective emission reduction activities as significant contributions to UNFCCC objectives, even though Kyoto Protocol has entered into force without the U.S. 2. U.S. avoids multilateral negotiating processes that will lead to outcomes deleterious to its interests.
RESULTS	2005	1. UNFCCC discussions give greater emphasis to areas of common interest among developed and developing countries, including cleaner technology, and additional developing countries meet Convention reporting requirements. 2. UNFCCC parties agree to administrative and budgetary separation of the Convention and the Kyoto Protocol, facilitating continued robust U.S. participation in the Convention.
	2004	U.S. succeeded in goal of having COP/MOP and COP meet separately, maintain separate decisions and to separately address funding issues.
	2003	Baseline: 1. International negotiations finalize the Kyoto Protocol. President Bush announced new U.S. approach to climate change including new international initiatives. 2. U.S. announces significant new funding for climate observing system.
	2002	N/A
DATA QUALITY	Indicator Validation	Global climate change is by definition a multilateral challenge, and the UNFCCC and IPCC remain the leading international institutions for addressing this challenge.
	Data Source	Decisions and reports of the UNFCCC; internal and external reviews of activities under bilateral, regional, and multilateral programs and partnerships. OES tracks through UNFCCC reporting.

I/P #7: Conservation of Biodiversity

Promote economic development, alleviate poverty, and improve local governance by improving conservation and management of the world's natural resources, including tropical forests, coral reefs, protected areas, and wildlife.

Output Indicator

Indicator #1: Status of Agreements and Programs Related to Natural Resource, Conservation, Including Forests, Coral Reefs, Wildlife and Biodiversity

TARGETS	**FY 2007**	1. President's Initiative Against Illegal Logging (PIAIL), Liberia: Forests are effectively monitored and managed under a management contract and the establishment of well-managed forest concessions. Forest products resume place as important source of government revenue. Protected areas are secure and under effective management, allowing for research. Liberia's forestry development agency begins to acquire the skills and assets needed to assume an effective forest management role. 2. PIAIL, Forest Law Enforcement and Governance (FLEG): Partner countries in the FLEG processes begin to implement commitments. 3. Tropical Forest Conservation Act (TFCA) agreements concluded with one or two additional developing countries. 4. The U.S. assumes chairmanship of the International Coral Reef Initiative (ICRI) Secretariat, thus increasing opportunity for U.S. leadership in coral reef conservation. 5. Western Hemisphere Migratory Species Initiative begins to provide increase in coordination of hemispheric conservation activities for migratory species. 6. The U.S. contributes through international fora to WSSD goal of networks of marine protected areas by 2012, consistent with international law and based on scientific information.
	FY 2006	1. PIAIL, Liberia: The Government of Liberia cancels corrupt forest concessions and establishes a transparent process for awarding and supervising new concessions. Limited commercial logging resumes and new forest concessionaires begin to establish operations. 2. PIAIL, FLEG: A Europe-North Asia (ENA) Forest Law Enforcement and Governance Agreement (FLEG) is successfully completed. 3. TFCA agreements concluded with one or two new developing countries (including Sri Lanka). 4. Proportion of forest in land use pattern mapping of SE Asia indicates a slight increase over 2001. 5. Brazil, Bolivia, and Peru update and revise action plans to fully satisfy CITES Appendix II listing requirements. 6. CBD COP 8 adopts appropriate recommendations to promote conservation and sustainable use of marine and coastal biodiversity.

RESULTS	2005	1. PIAIL, Liberia: LFRI partners identified priority actions that need to be taken by Liberia to provide a reasonable basis for the UN Security Council to lift timber sanctions; Liberia has been cooperative in working with LFRI to fulfill these actions, including undertaking concession review, taking steps to obtain control over forest resources and protected areas, and commencing institutional and financial reforms of LFDA. 2. Congo Basin Forest Partnership (CBFP): Supporting the objectives of the CBFP, Central African Heads of State agreed to a region-wide conservation treaty for Central Africa signed in Brazzaville, strengthening interstate cooperation on forest management through a regional harmonizing body for the Congo Basin, COMIPAC. Ten countries signed the landmark treaty, including Burundi, Cameroon, Central African Republic, Chad, Congo Brazzaville, Congo Kinshasa, Equatorial Guinea, Gabon, Rwanda and Sao Tome. Central African countries cooperate across borders in protected areas management, anti-poaching and the illicit bushmeat trade, as well as illegal logging. 3. Guatemala, Ecuador, St. Vincent and Peru are in process of being evaluated for political and economic eligibility for TFCA. Sri Lanka has received allocation for TFCA, but is not expected to move forward in FY'05. Paraguay has been evaluated and has met political and economic criteria and has received an allocation.
	2004	1. The Second International meeting of the CBFP was held in June 2004, with Netherlands, Italy, and the UNDP, UNFF, FAO, UNESCO World Heritage Program, African Timber Organization, the African Development Bank, and Central African civil society as new members. Since its 2002 launching, CBFP is estimated to have leveraged an additional $150 million above the US contribution of $53 million through 2006. 2. TFCA concluded with Jamaica will reduce its debt to the U.S. and generate $16 million over the next 20 years to fund projects to conserve and restore important tropical forest resources in 7 priority sites covering 220,000 acres. The TFCA concluded with Colombia will reduce its debt to the U.S. and generate $10 million over the next 14 years to fund local conservation projects in 5 protected areas, which together cover over 13 million acres and create a permanent endowment to provide sustainable funding to these areas over time. 3. ICRI: NGOs and Universities participated in the July 2004 ICRI general meeting The February CBD COP 7 adopted language in the Program of Work on Protected Areas in line with USG policy.
	2003	Baseline: 1. TFCA agreements concluded with Peru and the Philippines. Secretary Powell launches CBFP with 29 partners at WSSD (World Summit on Sustainable Development). U.S. commits $50 million over 4 years. WSSD reaffirms the importance of protected areas in sustainable development. 2. The Agreement on Conservation of Albatrosses and Petrels in Southern Oceans (ACAP) enters ratification process.
	2002	N/A
DATA QUALITY	Indicator Validation	OES and USAID promote conservation of biodiversity through participation in international programs and negotiation of international agreements. Our work is accomplished through the various international fora with the intent of improving conservation and sustainable management of natural resources while promoting sustainable economic development opportunities that alleviate poverty.
	Data Source	OES and USAID track the progress of initiatives. OES reviews conference documents and action plans newly created and submitted to CITES and other bodies.

Outcome Indicator

Indicator #2: Number of Hectares Under Increased Conservation and Improved Management

TARGETS	**FY 2007**	1. 248,164,967 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 221,268,154 hectares under increased conservation and sustainable management of forest ecosystems.
	FY 2006	1. 238,068,909 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 205,768,522 hectares under increased conservation and sustainable management of forest ecosystems.
RESULTS	2005	1. 234,568,508 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 199,433,264 hectares under increased conservation and sustainable management of forest ecosystems.
	2004	1. 51,834,573 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). 2. 19,101,701 hectares under increased conservation and sustainable management of forest ecosystems. 3. 83 targeted conservation areas implementing approved management plans as a result of USAID assistance.
	2003	Baseline: 1. 26,655,591 hectares under approved management for biodiversity conservation. 2. 197,888,892 hectares under sustainable forest management.
	2002	N/A
DATA QUALITY	Indicator Validation	A direct measure of the extent of biodiversity conservation, which is an important component of sustainable development.
	Data Source	USAID annual reports from operating units. The substantial increase in 2005 is attributed to the USAID/Russia funded forest program which improved pest outbreak prediction in 175,000,000 hectares.

I/P #8: Coastal and Marine Resources

Promote and implement policies to achieve sustainable fisheries and aquaculture and maintain U.S. leadership in promoting sustainable marine living resource conservation and management in multilateral, regional, and bilateral fora. Promote policies and practices consistent with the International Law of the Sea for the protection, sustainable development and management of the ocean and its resources.

Output Indicator

Indicator #1: Key Countries Adopt National Plans for Sustainable Fisheries Management and Participate in UN Fish Stocks Agreement and FAO Compliance Agreement (FAO-CA)

TARGETS	**FY 2007**	First capacity-building projects financed by the United Nations Fish Stocks Agreement (UNFSA) Part VII Fund completed. Following UN 4-year review conference, key fishing states previously opposed to UNFSA accede to the Agreement. Food and Agricultural Organization of the UN (FAO) database of high seas fishing vessels includes information from all major fishing states. Two more open registry States ratify/accede to the FAO-CA.
TARGETS	**FY 2006**	UN holds 4-year review conference on the UNFSA, establishes structure for future meetings of Parties. The U.S. and additional donors contribute voluntarily to the UNFSA Part VII Fund; the FAO begins to support projects from the Fund. Two states operating open registries with large fishing fleets ratify/accede to the FAO-CA. More developing states adopt national plans of action for sustainable fisheries.
RESULTS	2005	Additional States have become party to both treaties, including a former notorious flag of convenience State, and the United States worked closely with Canada in its preparations for a May 2005 meeting to review issues related to the UNFSA. Although to date only the United States has contributed to the UNFSA Part VII Fund, two other States have indicated an intention to do so.
RESULTS	2004	Both the UNFSA Part VII Fund and the high seas fishing database came into being, and several new states, including EU and all member states, became party to the UNFSA before the end of FY 2004.
RESULTS	2003	4 additional countries ratify UNFSA. 5 additional counties ratify FAO-CA; Agreement enters into force. Progress made on implementation of Part VII of the UNFSA in the UN and FAO; U.S. chairs second meeting of UNFSA Parties. APEC work program on IPOA-Sharks continues.
RESULTS	2002	The UNFSA enters into force; U.S. chairs meeting at which UNFSA Parties recommend work program to implement UNFSA; UNGA adopts work program. Two additional states ratify the UNFSA. No additional countries ratify the FAO-CA; treaty not yet in force. Under U.S. leadership, APEC shark project promotes regional implementation of shark IPOA.
DATA QUALITY	Indicator Validation	Becoming party to and implementing these global treaties and initiatives is an indicator of states' commitment to achieving sustainable fisheries at the global and national level. After a critical mass of states become party to UNFSA and FAO-CA by FY 2006, a qualitative measure of the implementation of the precepts of UNFSA and FAO-CA is the best measure of success.
DATA QUALITY	Data Source	OES, UN, FAO

Output Indicator

Indicator #2: Partnerships to Build Capacity for the Sustainable Use of Marine Resources

TARGETS	**FY 2007**	U.S. supports ongoing White Water to Blue Water (WW2BW) partnerships in the Caribbean. Arctic Council supports International Polar Year with concrete activities approved at 2006 Ministerial meeting.
	FY 2006	U.S. supports ongoing WW2BW partnerships in the Caribbean. Arctic Council working groups integrate the Arctic Climate Impact Assessment recommendations into their two-year workplans.
RESULTS	2005	1. U.S. conducted a fisheries management and enforcement workshop in conjunction with the First Ministerial Meeting on Transboundary Cooperation in the Gulf of Honduras in December 2004. 2. FAO and APEC conducted projects to design and implement an aquaculture network for the Americas 3. Under the Earth Observation partnership, agreement was reached on a 10-year implementation plan for a comprehensive, coordinated and sustained terrestrial, atmospheric, and marine Global Earth Observation System of Systems (GEOSS). 4. The ICRI general meeting April 2005 approved improved guidelines specific to coral reef conservation. 5. The U.S. supported the establishment of a joint MEPC (International Maritime Organization Marine environment policy group) and LC (London Convention) working group that will focus on the enforcement and gaps in the current agreements coverage regarding ship pollution. WW2BW continued to support the development of partnerships in the Caribbean in those areas related to the marine environment that WW2BW identified as essential to sustainable development in the Caribbean. 6. The 1996 Protocol to the London Dumping Convention was not ratified.
	2004	The WW2BW conference resulted in 100 partnerships.
	2003	Significant progress was made through WW2BW to energize partnerships to address integrated approaches to watershed and marine ecosystem management. Improved regional capacity and collaboration among and between governments, international organizations, NGOs, universities and the private sector occurred through increased consultations and networking, creation of an international steering committee for the initiative, and improved USG inter-agency coordination. Department set aside $1.3 million towards WW2BW- related projects and the FY 2004 Miami partnership conference, designed to foster 10 new public-private partnerships.
	2002	The White Water to Blue Water Initiative (WW2BW; designed to promote regional cooperation and strengthen developing country capacity to address land-based sources of marine pollution, promote sustainable fisheries, agricultural and forestry practices, challenges associated with tourism, and degradation of coastal areas) was launched as one of the USG deliverables at the World Summit on Sustainable Development, generating international interest in both this initiative and cross-sectoral approaches to integrated management of watersheds and marine ecosystems.
DATA QUALITY	Indicator Validation	The development of partnerships to address key environmental, science and technology issues is an important tool for promoting sustainable natural resource management while protecting U.S. interests.
	Data Source	OES tracks events and relies on reporting from WW2BW Steering Committee, UNEP Caribbean Environmental Program and other WW2BW partners, Arctic Council working groups.

I/P #9: International Fisheries Commissions

Facilitate international cooperation to achieve conservation of living marine resources and sustainable use of fish populations.

Outcome Indicator

Indicator #1: Depleted Stocks of Living Marine Resources Rebuild to Healthy Levels Through Coordinated, Science-based Management (PART)

TARGETS	**FY 2007**	Great Lakes walleye and yellow perch stocks recover to a level that supports increases in harvest levels. Interamerican Tropical Tuna Commission (IATTC) adopts new long-term conservation and management program for Eastern Tropical Pacific tuna stocks.
	FY 2006	Northwest Atlantic yellowtail flounder stocks fully rebuilt. International Pacific Halibut Commission implements revised management measures for Pacific halibut based on results of multi-year assessment program.
RESULTS	2005	Northwest Atlantic Fisheries Organization (NAFO) adopted the first-ever binding conservation and management measures for skate stocks, but International Commission for the Conservation of Atlantic Tunas (ICCAT) deferred agreement on a rebuilding plan for Atlantic marlin until a new stock assessment is conducted in 2006.
	2004	IATTC begins multi-year management strategy for Eastern Tropical Pacific tuna stocks. Bowhead whale stocks increase 3.4 percent annually towards non-endangered levels. North Atlantic swordfish stocks fully rebuilt.
	2003	ICCAT has rebuilding plans in place setting long-term recovery measures for North Atlantic swordfish and Western Atlantic bluefin tuna.
	2002	2003 Baseline. ICCAT has rebuilding plans in place setting long-term recovery measures for North Atlantic swordfish and Western Atlantic bluefin tuna.
DATA QUALITY	Indicator Validation	This indicator addresses the core function of the commissions and agreements that make up this program -- to facilitate international cooperation to maintain or rebuild populations of shared fish stocks and other living marine resources.
	Data Source	OES, Commission Secretariats, FAO

Annual Performance Goal #3
SE.03 BROADER ACCESS TO QUALITY EDUCATION WITH EMPHASIS ON PRIMARY SCHOOL COMPLETION

I/P #10: Improved Access to Quality Education

Including early childhood, primary, secondary, adult, higher education and workforce development programs.

Outcome Indicator

Indicator #1: Number of Learners Completing Basic Education in Programs Sponsored by USAID

TARGETS	**FY 2007**	26,405,834 student and adult learners receive a higher quality education.
	FY 2006	25,636,732 students and adult learners receive a higher quality education.
RESULTS	2005	1. 23,233,676 students enrolled in primary school. 2. 1,512,853 students completing primary school. 3. 143,502 adult learners completing basic education.
	2004	Baselines: 1. 21,279,734 students enrolled in primary school. 2. 1,751,298 students completing primary school. 3. 84,494 adult learners completing basic education.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	A key global, aggregated, output indicator that will help measure changes in education programs. Quality improvement include better curriculum that promote critical thinking and problem solving, instruction and teacher training; more favorable student-teacher ratios; more equitable gender balance and heightened gender sensitivity; greater relevance of curriculum to societal needs; and/or other systemic improvements.
	Data Source	USAID annual reports from operating units.

Output Indicator

Indicator #2: Capabilities in Higher Education and Workforce Development Programs Sponsored by USAID

TARGETS	**FY 2007**	1. 640 host country institutions increase management and technical capacity through partnership programs. 2. 373 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 223,292 persons trained through workforce development programs.
	FY 2006	1. 640 host country institutions increase management and technical capacity through partnership programs. 2. 320 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 120,507 persons trained through workforce development programs.
RESULTS	2005	1. 616 host country institutions increased management and technical capacity through partnership programs. 2. 264 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 98,671 persons trained through workforce development programs.
	2004	Baselines: 1. 550 host country institutions gain increased management capacity through partnership programs. 2. 220 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. 3. 78,289 persons trained through workforce development programs.
	2003	1. 528 host country institutions gain increased management capacity through partnership programs. 2. 207 higher education institutional programs, policies and curricula adapted to the needs of sustainable development.
	2002	N/A
DATA QUALITY	Indicator Validation	The first two targets demonstrate the output of improved capacity of host country higher education institutions to contribute to development through U.S. higher education institution partnerships. The third target measures the extent to which job-related training programs produce a workforce that meets market demands.
	Data Source	USAID annual reports from operating units. Education 2004 Annual Report on Indicators and Results, Aguirre International, Inc.

Annual Performance Goal #4
SE.04 EFFECTIVE AND HUMANE INTERNATIONAL MIGRATION POLICIES AND SYSTEMS.

I/P #11: Effective and Humane Migration Policies and Systems

Promote orderly and humane migration policies on the regional and inter-regional level.

Output Indicator

Indicator #1: Percentage of Initiatives Agreed Upon at Regional Migration Dialogues That Are Implemented

TARGETS	**FY 2007**	75% of activities agreed to in the dialogues are implemented.
	FY 2006	70% of activities agreed to in the dialogues are implemented.
RESULTS	2005	Approximately 80% (17 of 21) activities agreed to by Regional Conference on Migration in North and Central America (RCM) member states have been implemented or are in the process of implementation in FY05. Nearly 100% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC) have been implemented or are in the process of implementation.
	2004	Over 90% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia (IGC) have been implemented. Over 75% of the activities agreed by Regional Conference on Migration in North and Central America (RCM) member states have been implemented. Shorter-term activities were conducted in a reasonable timeframe, while implementation of longer-term initiatives is underway. While the activities of more nascent regional dialogues are difficult to quantify, considerable progress is being made in establishing these fora and developing specific goals and activities of the groups.
	2003	Baseline: Approximately 75% of the activities agreed upon in the RCM, the IGC, and the Southern African dialogues were implemented.
	2002	N/A
DATA QUALITY	Indicator Validation	Tracking the number of activities implemented under the auspices of migration dialogues is a good indicator because it is the most quantifiable measure of governments' political financial commitment to the success of these dialogues. Results reported in 2004 and 2005 correspond to specific migration dialogues rather than the aggregate, which the indicator targets. For example, 80% of activities agreed to at the RCM were implemented, but that percentage does not reflect activities agreed to in other migration dialogues such as the South American Conference on Migration. Some regional dialogues are more productive than others. The targets for FY 2006 and FY 2007 include nascent dialogues (such as the West Africa Regional Consultative Process) that we expect will become increasingly productive over time.
	Data Source	The Department's Bureau of Population, Refugees, and Migration is the only U.S. government entity to track the activities implemented under the migration dialogues.

Output Indicator		
Indicator #2: Percentage of Foreign Governments That Increase Activities to Combat Trafficking in Persons		
TARGETS	**FY 2007**	75% of foreign governments with projects funded by the Bureau of Population, Refugees and Migration (PRM) increase their activities to combat trafficking in persons.
	FY 2006	70% of foreign governments with PRM-funded projects increase their activities to combat trafficking in persons.
RESULTS	2005	80% of foreign governments with PRM-funded projects increased their activities to combat trafficking in persons in 2005.
	2004	90% of foreign governments with PRM-funded projects have increased their activities to combat trafficking in persons.
	2003	At least 60% of the foreign governments with PRM-funded projects increased their activities to combat trafficking in persons.
	2002	Most foreign governments with PRM-funded projects have actively sought to increase their activities to combat trafficking in persons.
DATA QUALITY	Indicator Validation	Concrete actions taken by governments to combat trafficking in persons are good indicators of the effectiveness of PRM-funded projects to improve the capacity of these governments to address this problem. However, it is important to recognize that the decision to increase efforts to combat trafficking in persons rests solely with the host government; PRM's decision to fund a project in such country may not always produce the desired result in a limited time. For this reason, we do not believe it would be realistic to expect to see more than an 80% success rate on an annual basis.
	Data Source	PRM, Office to Monitor and Combat Trafficking in Persons, and the Department's *Trafficking in Persons Report*.

V. Illustrative Examples

Social and Environmental Issues	
Migration and Anti-Trafficking	In FY 2005, the Department continued to support a successful USG-funded anti-trafficking project in Ghana. The project identifies, returns and assists children trafficked to work in fisheries in Ghana's Upper Volta and Central regions. Activities include documentation, counseling, transportation, family tracing and reunification, as well as activities to facilitate the reintegration of the returned children. The International Organization for Migration (IOM) implements this project, and has assisted several hundred Ghanaian children over the past two years. This IOM project is a stellar example of community efforts to stop the trafficking cycle and rehabilitate the child victims. Over the coming year, IOM will expand geographical coverage to include other regions of Ghana.
Global Partnerships for Child Survival and Maternal, Newborn, and Child Health	The U.S. continues to be one of the world's major donors and an international leader in child survival. In 2003, a global review of progress in child survival documented the need for accelerated progress to achieve the international development goals set for 2015. The review documented that 90% of the world's deaths of children occur in 42 developing countries, with half of these deaths occurring in just six large countries and a quarter of the deaths in just one country - India. USAID joined the Canadian International Development Agency (CIDA) and the Government of Uganda in an international consultation to respond to this analysis. As a result, USAID became a founding member of a global "Child Survival Partnership" along with CIDA, UNICEF, the World Health Organization, the World Bank, the Bill and Melinda Gates Foundation, and other bilateral donors and governments of several developing countries. This group of organizations and governments is working together to strengthen child health programming in countries with high burdens of child mortality, including promotion of regular monitoring and high level review of progress and linkage of child health interventions to national level resources. In 2005, the Child Survival Partnership, the Partnership for Safe Motherhood and Newborn Health, and the Healthy Newborn Partnership will merge into one Partnership to promote universal coverage of interventions throughout the maternal, newborn, and child health continuum. This Partnership for Maternal, Neonatal, and Child Health (PMNCH) was launched in New York on September 12, 2005, prior to the UN World Summit. USAID will contribute a significant amount of support to the PMNCH focused on accelerating scale up of essential interventions to reduce maternal, newborn and child mortality through coordinated, concerted and complementary action in selected countries. Accelerated progress in key maternal, newborn, and child health indicators is expected in partner countries, which will contribute to the Millennium Development Goals.
Education Programs in Latin America	USAID's "Let's Save the First Grade" Program looks to end a negative cycle. In Guatemala's Quiché department, only half the children complete first grade - one symptom of a wider education problem that continues a cycle of illiteracy and poverty in the area, especially among rural, indigenous girls. Inefficiency in the education system is one of the root causes and particularly affects the lower grades. USAID established the Salvemos Primer Grado (Let's Save First Grade) project to address the systemic inefficiencies that affect the first grade in rural indigenous Guatemala. Using active classroom approaches, Salvemos trains teachers to follow easy-to-implement strategies to track students' progress, including standardized tests and assessments, which are recorded on progress charts and shared with parents.

Forests	Since the President's Initiative Against Illegal Logging was launched in July 2003, the Department has initiated and cosponsored the Africa Ministerial on Forest Law Enforcement and Governance to address illegal logging and the export of illegally harvested timber. Plans are underway for a similar ministerial for the Eurasia region in 2005, to be hosted by Russia. The Department launched the Liberia Forest Initiative in 2004 and is working with USAID, USDA-Forest Service, and Conservation International to reform the Liberian forest sector in the post conflict era, receiving $3 million from emergency assistance funding for Liberia for forests and leveraging another $5 million from the European Commission and World Bank. The U.S. convinced the UN Security Council to extend timber sanctions for one year (by unanimous vote) to enable the Initiative to take hold. The U.S. Government concluded four new debt-for-nature swaps in FY 2004 under the Tropical Forest Conservation Act, which will generate $30 million for forest conservation over 10-20 years in Colombia, Jamaica and Panama. NGOs contributed $5.2 million to the swaps.
Fisheries	Reduction of sea turtle mortality in fishing activities is a vital part of the overall recovery strategy for these vulnerable species. The Department works directly with other nations and through international organizations to promote effective conservation and management of sea turtles and minimize the impacts of fishing. Each year, we oversee the certification under Section 609 of P.L. 101-162 of nations that have implemented programs to prevent sea turtles from being caught in shrimp trawl fisheries. Training is a key component of the annual verification visits under Section 609, and the Department has worked to increase instruction and technology transfer to participating foreign governments and fishers on the design, manufacture, installation, and use of larger, more effective turtle excluder devices. In FY 2005, we made progress in expanding this program into the Indian Ocean/East Africa region. Through Department leadership, two nascent international agreements related to comprehensive sea turtle conservation took steps in FY 2005 towards effective regional cooperation. The Inter-American Convention for the Conservation and Protection of Sea Turtles (IAC) adopted its first conservation-oriented resolution to protect leatherback turtles; this measure addressed the highest priority species within the mandate of the agreement and put forward a set of actions to mitigate immediate threats. The Indian Ocean and Southeast Asia Marine Turtle MOU (IOSEA MOU) compiled national reports covering turtle and habitat distribution and conservation activities, giving signatories an inventory of activities across the region that will be critical to coordinating efforts at the regional, sub-regional, national, and local levels. The Department also worked to ensure the adoption of sea turtle bycatch measures in regional fisheries management organizations, including the Inter-American Tropical Tuna Commission (IATTC), the International Commission for the Conservation of Atlantic Tunas (ICCAT), and the Western and Central Pacific Fisheries Commission (WCPFC).
The President's Malaria Initiative	The President's Malaria Initiative (PMI) was announced on June 30, 2005. Over the next five years, the PMI will work in up to 15 endemic countries to increase the overage of effective malaria control intervention to 85%, leading to a 50% reduction in malaria-related mortality. In the first year, the PMI will focus its efforts in Uganda, Tanzania and Angola, and activities are underway in all three countries. In Angola, a large-scale indoor residual spraying (IRS) campaign began in December 2005 in three southern provinces, which have a history of epidemic-prone malaria. This campaign is being carried out in collaboration with the National Malaria Control Program and the World Health Organization, which is providing additional funding through their Angola Global fund grant. The IRS campaign is expected to cover approximately one million people.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (Ranked by Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
International Organization Affairs	171,014	138,551	175,812
Oceans and Environmental and Scientific Affairs	19,657	20,443	24,029
African Affairs	13,021	11,568	12,915
European and Eurasian Affairs	6,225	6,196	5,897
Other Bureaus	117,692	27,335	27,707
Total State Appropriations	**$327,609**	**$204,093**	**$246,360**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp.	-	-	-
Trade and Development Agency	12,261	12,094	12,072
Title II - Bilateral Economic Assistance			
USAID	2,258,532	2,164,414	2,046,997
Global HIV/AIDS Initiative	1,373,920	1,975,050	2,894,000
Other Bilateral Economic Assistance	1,024,757	549,125	603,337
Independent Agencies	248,000	250,169	263,113
Department of State	13,425	12,889	11,640
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	634	216	217
Foreign Military Financing	1,984	1,835	1,600
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	47,128	68,148	42,090
Total Foreign Operations	**$4,980,641**	**$5,033,939**	**$5,875,065**
Grand Total	**$5,308,250**	**$5,238,032**	**$6,121,425**

Strategic Goal 10: Humanitarian Response

Minimize the Human Costs of Displacement, Conflicts, and Natural Disasters

I. Public Benefit

The United States' commitment to humanitarian response demonstrates America's compassion for victims of natural disasters, armed conflict, landmines, forced migration, human rights violations, widespread health and food insecurity, and other threats. The strength of this commitment derives from both our common humanity and our responsibility as a global leader. When responding to natural and human-made disasters, the U.S. complements efforts to promote democracy and human rights. In addition to saving lives, reducing human suffering, and alleviating the economic impact of disasters, humanitarian programs support the objectives of the U.S. National Security Strategy by addressing crises with potential regional (or even global) implications, fostering peace and stability, and promoting sustainable development and infrastructure revitalization. Through the work of USAID and the Department, the U.S. leads international efforts to prevent and respond to humanitarian crises. It provides substantial resources and guidance through international and nongovernmental organizations (IO and NGOs) for worldwide humanitarian programs, with the objective of saving lives and minimizing suffering in the midst of crises, increasing access to protection, promoting responsibility-sharing and coordinating funding and implementation strategies. USAID and the Department advocate and participate in the multilateral response to humanitarian crises, and regularly monitor and evaluate humanitarian programs to ensure that the needs of refugees, internally displaced persons (IDPs), and natural disaster and conflict victims are met. Financial support for demining activities makes areas safe for the return of refugees and IDPs. The Department's management and support of overseas refugee admissions programs provide an important durable solution for refugees, and serve as a leading model for other resettlement countries. USAID's role as the world's leading international food assistance provider puts it at the forefront of averting famines in all parts of the developing world. The United States' leadership and humanitarian support to disasters and complex emergencies provides a positive standard for the donor community and hope for a better future for the people suffering as a result of natural or human-made disasters.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	545	536	541	5	0.9%
Funds[2]	$1,376,711	$988,186	$1,068,551	$80,366	8.1%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Humanitarian Response strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Humanitarian Response	Protection and Assistance for Refugees and Other Victims	Protection and Durable Solutions	MRA, ERMA	PRM DCHA	UNHCR, ICRC, other international organizations and NGOs
		Humanitarian Assistance	DA, ERMA, FSA, SEED, IDFA, MRA, TI, Title II	PRM, DCHA	UN agencies, HHS, international and nongovernmental organizations
		Refugee Admissions to the U.S.	ERMA, MRA	PRM	DHS, HHS, UNHCR, IOM, NGOs
		Responsibility Sharing	DA, D&CP, ERMA, IO&P, MRA, Title II	IO, PRM, DCHA	WFP, other WFP donors
		Demining	NADR	PM, DCHA	DoD, NGOs, the UN and other international organizations and donor states
	Disaster prevention/response via capacity building	Capacity Building	DA, IDFA, Title II	S/CRS, DCHA/OFDA	Famine Early Warning System, NOAA, USFS, USGS, Fairfax County Fire & Rescue Department, international and nongovernmental organizations

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
HT.01 EFFECTIVE PROTECTION, ASSISTANCE, AND DURABLE SOLUTIONS FOR REFUGEES, INTERNALLY DISPLACED PERSONS, AND CONFLICT VICTIMS.

I/P #1: Protection and Durable Solutions

Ensure access to effective protection for refugees, conflict victims, and, in certain cases, internally displaced persons. Our primary goals are to: prevent refoulement (involuntary return to a place where there is risk of persecution), promote access to asylum, enhance physical protection (especially for women and children), and promote durable solutions.

Output Indicator

Indicator #1: Number of UNHCR Protection Posts Worldwide (PART)

TARGETS	FY 2007	1. Number of Posts that Sustain Support for Posts Previously Created (earmarked by the Bureau of Population, Refugees and Migration, PRM): 27 2. Number of Posts Mainstreamed in UNHCR's Budget (cumulative, no PRM earmark): 27 3. Number of Posts Newly Supported/ Created (earmarked by PRM): 8
	FY 2006	1. Number of Posts that Sustain Support for Posts Previously Created (earmarked by PRM): 24 2. Number of Posts Mainstreamed in UNHCR's Budget (cumulative, no PRM earmark): 15 3. Number of Posts Newly Supported/ Created (earmarked by PRM): 15
RESULTS	2005	UNHCR has solicited applications for the 27 additional protection-related posts funded by PRM, and is in the process of filling these positions. UNHCR incorporated 22 protection-related positions into its regular budget for 2006, demonstrating results significantly above target.
	2004	UNHCR established a separate budget mechanism for additional protection staffing. PRM provided funds in FY 2004 to support 27 additional UNHCR protection-related posts (protection and community services posts).
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	The presence of staff with specific protection responsibilities is critical to providing both legal and practical protection for vulnerable individuals and groups. By co-locating with refugees, protection officers are better positioned to prevent abuses and increase accountability for perpetrators.
	Data Source	UNHCR

I/P #2: Humanitarian Assistance

Address the humanitarian needs of refugees, returning refugees, victims of conflict, and, in some cases, internally displaced persons. Through the programs we support, we provide effective and efficient humanitarian response at internationally-accepted standards.

Outcome Indicator

Indicator #1: Crude Mortality Rates

TARGETS	**FY 2007**	In complex humanitarian crises, Crude Mortality Rates (CMR) do not exceed regional emergency thresholds in 95% of targeted sites. In stable refugee settings, CMR does not exceed 1.5 per 1,000 per month (0.5/10,000/day) in 90% of targeted sites.
	FY 2006	In complex humanitarian crises, CMR does not exceed regional emergency thresholds in 95% of targeted sites.
RESULTS	2005	Where data are available, CMR does not exceed regional emergency thresholds in over 98% of targeted refugee sites. In FY 2005, CMR was reported above the regional emergency threshold in four sites (three in Chad and one in Kenya) out of over 225 refugee camps and settlements worldwide. There has been a decline in CMR among Sudanese refugees from Darfur, although it remains an issue of concern in selected sites in Chad.
	2004	CMR exceeded 2/10,000/day among Sudanese refugees in Chad. The Centre for Research on the Epidemiology of Disasters has created an online Complex Emergencies Database (CE-DAT) to track data on CMR and nutritional status.
	2003	Available data from partners and refugee coordinators shows that CMR did not exceed 1/10,000 people/day in refugee populations targeted by PRM.
	2002	Where data were available, refugee crisis did not exceed a CMR of 1/10,000 people/day. State/PRM and USAID developed tools and conducted a training workshop to measure and track CMR and under-five child nutritional status under the Standardized Monitoring and Assessment of Relief and Transitions (SMART) initiative.
DATA QUALITY	Indicator Validation	The crude mortality rate is the mortality rate from all causes of death for a population. It is an accepted indicator of the extent to which the international community is meeting minimum standards of care (see www.sphereproject.org) and thus the overall impact and performance of the international relief system (www.smartindicators.org). Criteria developed by UNHCR and SPHERE establish regional CMR thresholds for emergency response based on long-term CMR data in these areas.
	Data Source	Reports from CE-DAT, WHO, OCHA, WFP, UNHCR, and non-governmental organizations. PRM program officers in Washington and refugee coordinators in the field collect data from these sources. The Complex Emergencies Database (CE-DAT) is operational and contains data on mortality, nutritional status, morbidity and vaccination coverage for eight pilot countries. It is expanding data coverage and improving its online interface.

Input Indicator

Indicator #2: Crude Death Rate - Trend		
TARGETS	FY 2007	In complex humanitarian crises, USAID will ensure (1) 40% of areas are monitored, and (2) the CDR declines or remains stable in two-thirds (2/3) of the monitored sites.
	FY 2006	In complex humanitarian crises, USAID will ensure (1) 30% of areas are monitored, and (2) the CDR declines or remains stable in two-thirds (2/3) of the monitored sites.
RESULTS	2005	After consultation with the international community, the definition has been changed to "percent of areas monitored." "Areas" is defined as the first administrative level of countries and "monitored" is defined as having current year survey data. Using this methodology, the new baseline for this measure is: 23% of areas monitored in 2004-2005. CDR remained stable in two-thirds (2/3) of monitored sites.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	The Crude Death Rate (CDR) is the most vital public health indicator of the severity of a humanitarian crisis. It is an accepted indicator of the extent to which the international community is meeting minimum standards of care (see www.sphereproject.org) and thus the overall impact and performance of the collective international relief system (www.smartindicators.org).
	Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED), reports from international and nongovernmental humanitarian organizations. The global number of emergencies (for determining the denominator) is being established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list). Countries reviewed for first administrative level survey data: Afghanistan, Angola, Burundi, Central African Republic, Chad, Democratic Republic of Congo, Ethiopia, Guinea, Haiti, Iraq, Kenya, Liberia, Niger, Somalia, Sudan.

Outcome Indicator

Indicator #3: Nutritional Status of Children Under 5 Years of Age

TARGETS	**FY 2007**	In 92% of targeted refugee sites, less than 10% of children under five suffer from global acute malnutrition. In 90% of non-emergency settings with stable refugee populations, less than 5% of children under five suffer from global acute malnutrition.
	FY 2006	In 90% of targeted refugee sites, less than 10% of children under five suffer from global acute malnutrition.
RESULTS	2005	In 7% of targeted sites (16 sites out of over 225 refugee camps and settlements worldwide), more than 10% of children under age five suffered from global acute malnutrition. During FY 2005, GAM rates exceeded 10 percent in eleven camps in Chad, seven camps in Ethiopia, and one camp in the Central African Republic. For example, GAM rates among Sudanese refugees in Chad have declined since FY 2004; however, they remain at serious levels (around 15%), according to May 2005 surveys. The Department is working with UNHCR and other international and nongovernmental organizations to ensure that less than 10% of children under age five suffer from global acute malnutrition in refugee camps.
	2004	In 8% of targeted sites (20 sites out of over 225 refugee camps and settlements worldwide), more than 10% of children under age five suffered from global acute malnutrition. For example, in June 2004, surveys conducted by the Centers for Disease Control and Prevention found that 36-39% of children under age five, among Sudanese refugees in Chad, suffered from global acute malnutrition. The Department and USAID continued supporting new tools/measures to improve data collection and reporting on nutritional status.
	2003	Baseline: 1. In humanitarian crises where Department funds were provided, at least 90% of children under age five had weight-for-height ratios that were greater than or equal to two standard deviations below the mean (Z score of greater than or equal to 2), or greater than 80% median weight-for-height, and an absence of nutritional edema. 2. Kakuma refugee camp in Kenya was one exception where slightly less than 90% of children under age five had weight-for-height ratios that were greater than or equal to 2 standard deviations below the mean (Z score of greater than or equal to 2), or greater than 90% median weight-for-height and an absence of nutritional edema. An anthropometric survey of Kakuma camp by the International Rescue Committee in January 2003 found that 12.5% of Somali Bantu children and 14.3% of other children under age five suffered from acute malnutrition. 3. PRM and USAID continued to support the development of tools and measures to improve data collection and reporting on nutritional status.
	2002	N/A
DATA QUALITY	Indicator Validation	Nutritional status is a basic indicator for assessing the severity of humanitarian crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well being of the entire community. Global acute malnutrition (GAM) is the term used to include all malnourished children whether they have moderate wasting, severe wasting or edema, or some combination of these conditions. GAM is defined as weight-for-height ratios that are less than 2 standard deviations below the mean (Z score of less than -2), or less than 80% median weight-for-height, or the presence of nutritional edema. (See www.sphereproject.org)
	Data Source	Reports from CE-DAT, WHO, OCHA, WFP, UNHCR, and nongovernmental organizations.

Output Indicator

Indicator #4: Nutritional Status of Children Under 5 Years of Age - Trend

TARGETS	**FY 2007**	In complex humanitarian crises, USAID will ensure (1) 40% of areas are monitored, and (2) nutritional status improves or remains stable in two-thirds of the monitored sites.
	FY 2006	In complex humanitarian crises, USAID will ensure (1) 30% of areas are monitored, and (2) nutritional status improves or remains stable in two-thirds of the monitored sites.
RESULTS	2005	Baseline: 23% of areas monitored in 2004-2005. Nutritional status remained stable or improved in two-thirds of the monitored sites.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	After consultation with technical/international partners, the measure has been changed to "percent of areas monitored". "Areas" is defined as the first administrative level and "monitored" is defined as having current year survey data. Nutritional status is a basic indicator for assessing the severity of crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well being of the entire community. Global acute malnutrition (GAM) is the term used to include all malnourished children whether they have moderate wasting, severe wasting or edema, or some combination of these conditions. It is defined as weight-for-height ratios that are less than or equal to two standard deviations below the mean (Z score of less than -2), or less than eighty percent median weight-for-height, and the presence of nutritional edema.
	Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED); UN Standing Committee on Nutrition/ Nutrition Information in Crisis Situations (NICS); Centers for Disease Control and Prevention (CDC); reports from international and nongovernmental organizations. The global number of emergencies (for determining the denominator) will be established and regularly updated by triangulating information from various sources, including WHO/SCN, UNHCR, OCHA, ECHO, USAID/OFDA (declared disaster list).

Output Indicator

Indicator #5: Number of Beneficiaries Assisted by USAID		
TARGETS	**FY 2007**	144,367,192 Beneficiaries
	FY 2006	136,252,252 Beneficiaries
RESULTS	2005	114,380,450 Beneficiaries.
	2004	64,083,897 Beneficiaries.
	2003	Baselines: 1. 73,010,637 beneficiaries. 2. 16,530 beneficiaries who were torture survivors.
	2002	N/A
DATA QUALITY	Indicator Validation	The number of people served is not the best measure of the performance of humanitarian assistance. USAID does not normally set an overall target number of beneficiaries at the beginning of an emergency, because disaster situations are dynamic. New needs arise while others are alleviated, so it is very difficult if not impossible to know how many people USAID intends to serve at the outset of a given complex emergency or natural disaster. As a result, the "coverage" figure of planned vs. actual beneficiaries is not entirely reliable. Due to reporting limitations, data regarding torture survivors and prosthetic devices distributed is not being collected by USAID.
	Data Source	These numbers were derived from calculating the approximate cost per beneficiary spent in FY 2004 and applying this number to a notional Congressional FY 2007 budget request.

I/P #3: Refugee Admissions to the U.S.

One goal of the U.S. Resettlement Program is to ensure that eligible refugees in need of protection are offered the durable solution of resettlement to the United States or other resettlement countries.

Output Indicator

Indicator #1: Refugees Resettled in the U.S., as a Percentage of the Ceiling (PART)

TARGETS	**FY 2007**	100% of the allocated ceiling; Number to be set by the President later in FY 2006.
	FY 2006	100% of the allocated ceiling; 60,000
RESULTS	2005	108%; 53,813 refugees were resettled to the U.S., surpassing the allocated ceiling of 50,000.
	2004	106%; 52,868 refugees were resettled in the U.S., surpassing the allocated ceiling of 50,000.
	2003	Out of a ceiling of 70,000 refugees, 28,422 (or 41%) were resettled.
	2002	Out of an allocated ceiling of 70,000 refugees, 27,113 were resettled. This number was significantly affected by developments since the events of 9/11.
DATA QUALITY	Indicator Validation	This indicator measures the effectiveness of the refugee admissions program overall. To the extent that PRM has control of the process, it also measures PRM's performance in managing the program. The ceiling is established by Presidential determination each year through consultations with voluntary agencies, Congress, the Department of Homeland Security, and the Department of Health and Human Services.
	Data Source	The Department's Refugee Processing Center collects data on refugee arrivals in the U.S.

I/P #4: Responsibility Sharing

Although the financial health of individual international agencies has improved in recent years, significant humanitarian funding shortfalls remain, particularly for global food needs. We strive to fill this gap by encouraging support for multilateral humanitarian organizations in meetings with traditional and emerging donor governments.

Output Indicator

Indicator #1: Percentage of Non-U.S. Donors to the World Food Program (WFP)

TARGETS	**FY 2007**	World Food Program (WFP) has sufficient funds to meet priority needs, with contributions from many donor countries and the private sector. Non-USG contributions are 55% of total contributions.
	FY 2006	WFP has sufficient funds to meet priority needs, with contributions from many donor countries and the private sector. Non-USG contributions are 55% of total contributions.
RESULTS	2005	As of September 26, 2005, there were four new donors: Azerbaijan, Liechtenstein, Namibia, and Trinidad and Tobago. As of September 26, 2005, WFP had received $2.08 billion in contributions, of which $934 million were from the United States. Non-U.S. Government contributions were 55% of total contributions.
	2004	As of October 4, 2004, there were seven new donors: Madagascar, Guatemala, Ecuador, United Arab Emirates, Iran, Pakistan, and Zimbabwe. As of October 4, 2004, WFP had received $1.562 billion in contributions, of which $718 million were from the United States. Non-USG contributions were 54% of total contributions.
	2003	As of September 22, 2003, WFP had nine new donors: Cameroon, El Salvador, Greece, Kuwait, Malta, Marshall Islands, Qatar, Russia, and Vietnam. As of September 22, 2003, non-USG contributions to WFP totaled $877 million, compared to $871 million as of December 31, 2002 (an increase of 0.7%).
	2002	Baseline: Of the $1.8 billion, U.S. contributions were 52% and non-USG contributions were 48%.
DATA QUALITY	Indicator Validation	The effectiveness of multilateral organizations can be compromised by over-reliance on contributions from a single donor. More contributors and greater contributions from existing contributors are needed to keep WFP's crisis response capacity at its current level. WFP operates on a calendar year, while the USG operates on a fiscal year.
	Data Source	Documents prepared by WFP for the Executive Board's annual session and available on WFP's website.

I/P #5: Demining

Humanitarian mine action programs advance sustainable development and global interests by providing a humanitarian response to the harmful social and economic effects generated by landmines, unexploded ordnance and abandoned ordnance.

Outcome Indicator

Indicator #1: Countries Reaching Sustainment of End State/Cumulative Budget Authority

TARGETS	**FY 2007**	19 countries/$634 million Measure: 3.0
	FY 2006	17 countries/$554 million Measure: 3.1
RESULTS	2005	15 countries/$474 million Measure: 3.2
	2004	15 countries/$398 million Measure: 3.8
	2003	12 countries/$328 million Measure: 3.7
	2002	9 countries/$258 million Measure: 3.4
DATA QUALITY	Indicator Validation	DoS oversees bilateral humanitarian mine action programs worldwide by supporting national programs through strategic planning, capacity development, mine action training, victim's assistance and mine risk education. This indicator captures the total level of national programs that have been assisted and graduated to either self-sustainment or attainment of mine impact-free status compared against the total mine action budget of the U.S. DoS humanitarian mine action program.
	Data Source	DoS reporting from nation-partners, implementing partners, and U.S. Embassies of the successful completion of host-nation strategic and national objectives.

Annual Performance Goal #2
HT.02 IMPROVED CAPACITY OF HOST COUNTRIES AND THE INTERNATIONAL COMMUNITY TO REDUCE VULNERABILITIES TO DISASTERS AND ANTICIPATE AND RESPOND TO HUMANITARIAN EMERGENCIES.

I/P #6: Capacity Building

Ensure that partners have the appropriate training and support to build local capacity in disaster preparedness and mitigation.

Output Indicator

Indicator #1: Number and Percent of Crisis-Prone Countries That Have Systems to Warn About Shocks and Their Effects on Food Availability

TARGETS	**FY 2007**	18 (67%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	FY 2006	16 (60%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
RESULTS	2005	14 (52%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	2004	First year of data collection. Nine (45%) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This is an important first step and good indicator towards reducing vulnerabilities to disasters and building capacity to anticipate and respond appropriately.
	Data Source	FEWSNET monitoring reports.

Output Indicator

Indicator #2: Number of Institutions Reconstructed and Rehabilitated (Homes, Water/Sanitation Facilities, Schools, Markets)

TARGETS	**FY 2007**	29,637 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	FY 2006	29,497 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
RESULTS	2005	28,909 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	2004	First year of data collection. 41,577 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	USAID provides significant support to reconstruction and rehabilitation. This is a good objectively verifiable indicator of communities/societies being rebuilt after a crisis.
	Data Source	USAID Annual Reports from Operating Units; Implementing partner reports.

V. Illustrative Examples

Humanitarian Response	
President's Initiative on African Humanitarian Emergencies	In 2005, USAID and the Department played a key role in averting famines threatened by extensive drought in Sub-Saharan Africa, meeting the challenge put forward by President Bush and Prime Minister Blair to international partners to provide greater emergency assistance to Africa. In Southern Africa, Eastern Africa, and the countries of the Sahelian region, harvests were the worst in a decade. On June 7, 2005 President Bush announced an estimated $674.4 million in supplemental and other immediate emergency funding for Africa. USAID subsequently chaired an inter-departmental working group under the Presidential Initiative on African Humanitarian Emergencies to address urgent humanitarian needs in the 33 countries affected. The Department and USAID led diplomatic efforts to secure contributions toward UN Appeals from other donors for the 19 neediest countries. Through its NGO partners and the United Nations, the United States contributed $2.5 billion for food and other resources from October 2004 through the end of the 2005 calendar year.
Burundi Repatriation	The Department continues to support the voluntary repatriation of Burundi refugees, who fled to surrounding countries during sporadic violence over the past 35 years. More than 290,000 Burundi refugees have returned since UNHCR started its voluntary repatriation program from Tanzania in March 2002, and the refugee agency plans to help another 100,000 more return before the end of 2006. Repatriation assistance includes transport from refugee camps to refugees' home villages, as well as three months of food rations, and basic supplies like plastic sheeting, buckets, pots, tools, and soap. Some 238,000 Burundi refugees remain in Tanzanian camps, an estimated 200,000 Burundi refugees have locally integrated in the Tanzanian border area, and roughly 198,000 "old caseload" Burundi refugees reside in central Tanzania, most of who fled in the wake of the 1972 violence. Another 20,000 Burundi refugees remain in the Democratic Republic of the Congo.
Humanitarian Action in Darfur	The full range of humanitarian action is well illustrated by the USG led international response to the complex humanitarian emergency in Darfur, Sudan. Heroic efforts in FY 2005 addressed the ongoing conflict and food shortage while working tirelessly to implement the peace settlement between the northern and southern parts of the country. The USG committed more than $1.9 billion in assistance for Sudan from FY 2003-2005. Working closely together, USAID and the Department continue to alleviate the suffering of over 1.6 million IDPs in Darfur and 200,000 Sudanese refugees in Chad. The Department and USAID partnered to document human rights and international humanitarian law abuses committed in Darfur, with particular attention to sexual and gender-based violence. USAID was by far the biggest contributor of food assistance, providing over 376,000 metric tons of food-– approximately 85% of all food distributed by WFP. These actions, including the diversion of commodities on the high seas, ensured the continued supply of food to vulnerable populations during the critical hunger gap in July and August. The U.S. also supported NATO's decision to support the African Union's (AU) peacekeeping expansion in Sudan with strategic airlift for deployment of new peacekeepers and training for AU officers. As part of this NATO support, the U.S. Military's European Command began airlifting 1,800 Rwandan peacekeepers to Darfur in July 2005.

The Tsunami	A devastating, 9.0 magnitude earthquake off the west coast of Northern Sumatra triggered massive tsunamis which caused catastrophic damage and flooding in many countries in South and Southeast Asia on December 26th, 2004. The primary countries affected were Indonesia, Sri Lanka, India, the Maldives, and Thailand, though the disaster also affected Malaysia, Somalia, Tanzania, Kenya and Seychelles. The Department and USAID coordinated closely with the White House, DOD and others to ensure that the breadth and scope of U.S. contributions to international relief efforts were properly coordinated, briefed to the media, communicated to viewers around the world, and known by beneficiaries. Dedicated Department and USAID web sites provided extensive information in multiple languages, including satellite imagery and photographs. Disaster Assistance Response Teams (DARTs), led by USAID with technical staff from several USG agencies, were dispatched to determine the severity of the situation, and to report back to Washington on their findings, ensuring a coordinated response capability. The Humanitarian Information Unit – a joint enterprise staffed by both USAID and State Department personnel – established a collaborative workspace and an interagency Tsunami Humanitarian Information Sharing working group to foster the coordination of taskings from the field and responses by U.S. government agencies. The Department's posters and USAID's Tsunami Relief booklet showing U.S. response to the tsunami were sent to all Embassies and placed in various public venues. In May 2005, President Bush signed a supplemental budget bill that included funding to support relief, rehabilitation and reconstruction in tsunami-affected countries. These funds are directed towards a wide array of activities, such as the provision of food, water, and relief supplies; cash-for-work cleanup programs; construction of emergency shelters; and provision of sanitation, medical necessities, child protection and psychosocial trauma support. Local infrastructure rebuilding is being carried out through block grants, involving the diverse elements within communities in planning and decision-making for local investments. USG infrastructure programs are helping countries to "build back better," improving the construction standards for homes, roads and public buildings and ensuring access for disabled populations to public buildings reconstructed with USG funding. Finally extraordinary efforts are being made to coordinate with donor countries, international organizations, the private sector, and the NGO community to ensure that the world-wide outpouring of support to the people affected by this disaster is used in the most effective way possible.
Protecting Uzbek Asylum Seekers	The Department played a key role in ensuring the international protection of approximately 450 Uzbek asylum seekers who fled to Kyrgyzstan following the May 2005 uprising in Andijon, Uzbekistan. We consistently worked with UNHCR and other governments to urge the Kyrgyz government to abide by its obligations under the 1951 Refugee Convention and the Convention Against Torture to ensure the asylum seekers' safety and preclude any possibility of their return to Uzbekistan before their asylum applications had been processed. The Department also worked closely with UNHCR and several other countries to arrange an emergency evacuation of the asylum seekers from Kyrgyzstan to Romania on a temporary basis, where they are being processed for resettlement. The Department continues to follow closely the refugee situation in the region, and is working with UNHCR and the governments of Kyrgyzstan and other countries to ensure that refugees are afforded all possible protection under national and international laws.
Humanitarian Mine Actions	In FY 2005, approximately 22 mine-affected countries in the U.S. Humanitarian Demining Program benefited from the clearance of land and infrastructure, and in the process restored food production, livelihoods, key transportation corridors, and most importantly, a sense of public safety. These countries also witnessed the safe return of tens of thousands of refugees and internally displaced persons (IDPs). In many countries, mine action also served as a vital tool of engagement, supporting peace-building initiatives and demonstrating U.S. resolve to protect victims of conflict. In 2005, thousands of victims of landmines and other war-associated injuries continued to regain their ability to participate in social and economic activities as a result of orthopedic, physical rehabilitation and other forms of social and economic assistance, including the provision of wheelchairs in such countries as Afghanistan, Angola, Cambodia, the Congo, Laos, Vietnam and many others.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Western Hemisphere Affairs	8,108	8,440	8,402
European and Eurasian Affairs	6,225	6,196	5,897
African Affairs	5,171	5,421	5,510
Political-Military Affairs	3,268	3,291	3,384
Other Bureaus	100,169	19,855	19,569
Total State Appropriations	**$122,941**	**$43,203**	**$42,762**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp	-	-	-
Trade and Development Agency	1,533	1,512	1,509
Title II - Bilateral Economic Assistance			
USAID	63,638	32,222	20,726
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	162,019	25,101	29,347
Independent Agencies	1,885	2,277	2,273
Department of State	969,519	865,241	950,560
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	276	325	325
Foreign Military Financing	-	-	-
Peacekeeping Operations	54,900	17,500	20,050
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	805	1,000
Total Foreign Operations	**$1,253,770**	**$944,983**	**$1,025,789**
Grand Total	**$1,376,711**	**$988,186**	**$1,068,551**

Strategic Goal 11: Public Diplomacy and Public Affairs

Increase Understanding For American Values, Policies, and Initiatives to Create a Receptive International Environment

I. Public Benefit

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

The Department's public diplomacy activities continue to promote better appreciation and understanding for the U.S. abroad and greater receptivity for U.S. policies among international publics. This is accomplished by the efforts of U.S. embassies abroad and public diplomacy professionals in Washington to understand, engage, inform and influence international publics. The need for public understanding continues to be critically important, both domestically and internationally. Anti-American sentiment must be countered with appreciation for our policies and people to win the war on terrorism and achieve greater international stability. Public diplomacy is a critical component in these efforts. It provides a rapid flexible capability for U.S. diplomacy directed at improving understanding of and support for U.S. policy, encouraging and empowering moderates, offering productive and attractive alternatives to those who preach violence, and discouraging indoctrination in extremism. Used over the long term, public diplomacy programs build and maintain a foundation of trust between U.S. and foreign publics that directly supports U.S. approaches to satisfying universal demands for human dignity; the rule of law; limits on the absolute power of the state; free speech; freedom of worship; equal justice; respect for women; religious and ethnic tolerance; and respect for private property.

Through public affairs programs, the Department also informs the American people of U.S. foreign policy and initiatives that have a direct impact on their lives and provides opportunities for them to participate in programs that build individual capacity and deeper resources for the nation. In our democratic society, it is imperative that the public understands the basis of Department policies carried out on their behalf. The Department and USAID are expanding the scope of public diplomacy by engaging younger and broader audiences, youth and key influencers in the Arab and Muslim world; tailoring programs and messages to reach these targets; using multiple channels of communication and interaction to expand our reach, including internet outreach to overseas Muslim and Arab audiences; providing aggressive, proactive advocacy of U.S. policies and objectives while maximizing resources among bureaus and overseas posts; and coordinating interagency communication activities for the development and communication of USG messages across the globe.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	1,954	1,924	1,941	17	0.9%
Funds[2]	$ 726,169	$ 793,257	$ 848,522	$ 55,265	7.0%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Public Diplomacy and Public Affairs strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Public Diplomacy and Public Affairs	International Public Opinion	Arab and Muslim Outreach	D&CP, ESF	IIP, PA, NEA, LPA, ANE	OES, Broadcasting Board of Governors, Private Sector Interest Groups, NGOs, Think Tanks, and Polling Organizations
	Mutual Understanding	Global Educational and Cultural Exchanges	ECE, FSA, SEED	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Educational and Cultural Exchange Programs in SA and NEA	ECE, ESF, MEPI	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
	American Values Respected Abroad	Promote Democratic Values and Behavior	ECE, D&CP, ESF, MEPI, FSA, SEED	ECA, IIP, Regional Bureaus, LPA, DCHA	Broadcasting Board of Governors, Private Sector entities, NGOs, Think Tanks, Polling Organizations, Academic Institutions
		Reach Out to Critical Audiences	D&CP, ECE, MEPI, ESF	ECA, IIP, Regional Bureaus, LPA	Broadcasting Board of Governors, Private Sector entities, NGOs, Think Tanks, Polling Organizations, Academic Institutions
	Domestic Understanding of Foreign Policy	Outreach to Expanded U.S. Audience	D&CP	PA, IIP	Educational institutions, international organizations, NGOs, community groups, and state and local governments

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
PD.01 PUBLIC DIPLOMACY INFLUENCES GLOBAL PUBLIC OPINION AND DECISION-MAKING CONSISTENT WITH U.S. NATIONAL INTERESTS.

I/P #1: Arab and Muslim Outreach

Outreach to Arab and Muslim communities both at home and abroad is an urgent and a long-term priority for the State Department and the U.S. Government.

Output Indicator

Indicator #1: Percentage of Official U.S. Sourcing, Amount of Coverage, and Rating for U.S. Issues in Pan-Arab Media

TARGETS	**FY 2007**	Increase by 10% official sourcing and positive coverage of U.S. issues. Improve positive rating on key issues to above 20 percentage points.
	FY 2006	Increase by 10% official sourcing and positive coverage of U.S. issues. Improve positive rating on key issues by 10%.
RESULTS	2005	Increase by 10% official sourcing and coverage of U.S. issues. Improve rating on key issues by 10%. USAID enhanced its Muslim outreach efforts to better explain U.S. assistance abroad. In Jordan, USAID implemented a comprehensive communications strategy targeting young, low-income citizens. USAID/Jordan ran bi-weekly press ads in three daily Jordanian newspapers for five months and sent bi-weekly e-mail snapshots for six months during 2005. A radio campaign and targeted media events reached out to beneficiaries and to improve awareness amongst Jordanians of U.S. assistance. Similar campaigns were undertaken in Lebanon, West Bank/Gaza, and Indonesia using television, radio, and print media.
	2004	October 2004 Media Tenor reports indicated negative ratings for U.S. issues.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Countering negative perceptions and fostering a greater appreciation of the U.S. abroad and greater receptivity to our policies, especially in Arab and Muslim communities, is of critical importance to support the President's agenda for success in Iraq and Afghanistan as well as advance the freedom agenda in the Arab/Muslim world.
	Data Source	Media Tenor is the only commercial contractor to provide content analysis for international media. Its methodology is based on professional communications research criteria, which is endorsed by the Director of National Intelligence (DNI) Open Source Center. Reports are monthly. Media Tenor has provided base line content analysis since October. Targeted are Al Jazeera and Al Manar pan Arab TV broadcasters and *Al-Sharq Al-Awsat* and *Al- Quds Al-Arabi* newspapers.

Output Indicator

Indicator #2: Number of Public Speaking Engagements, Reporting Tours, and Briefings with Arabs and Muslims

TARGETS	**FY 2007**	1. Increase speaking engagements with Arab and Muslim American groups by 10%. 2. Increase number of reporting tours dedicated to Arab and Muslim journalists by 10%. 3. Hold at least one briefing per month for Arab and Muslim journalists.
	FY 2006	1. Monthly speaking engagements by State officers with Arab and Muslim American groups. 2. Increase number of overseas reporting tours dedicated to Arab and Muslim journalists by 5%. 3. Hold at least one briefing per month for Arab and Muslim journalists. 4. Institute media training opportunities at Foreign Press Center for domestically based Arab and Muslim journalists. 5. USAID will conduct Muslim and Arab outreach summits, including a Middle Eastern-American Officials Summit in February for Congressmen, Senators, Governors, Mayors and local representatives; a Lebanese-American Leadership Summit in March for 100 American-Lebanese organizations; and a Muslim-American Leadership Summit in June for moderate Muslim Americans.
RESULTS	2005	1. Majority of Foreign Press Center's reporting tours for foreign journalists invited from overseas were dedicated to Muslim and Arab journalists. 2. Ran two reporting tours for journalists to Iraq to get first-hand information. 3. Through the Media Outreach Center in London, presented 6 conferences and roundtables on US policy towards the Middle East and Muslims for Arab journalists resident in Western Europe. 4. More than 90 Middle Eastern community newspapers, magazines and Arab national media representative covered USAID humanitarian and development efforts, re-published stories from *FrontLines,* and received snapshot e-mails from the agency's Middle Eastern missions. An information stream with 300 national and international leaders from Muslim embassies, UN missions, media, academia, NGO, and community leaders was maintained on a monthly basis through mailings of articles, press releases and brochures that USAID produced regarding democracy, disaster relief, and humanitarian efforts. Arab print media representatives in the U.S. were given interviews on the President's Middle East policies and development initiatives.
	2004	Baseline: Bureau of Public Affairs set Arab/Muslim Outreach as a priority and designated a Coordinator for Arab/Muslim Outreach to coordinate strategy.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	This is a useful measure of the USG's outreach activities to Arabs and Muslims, particularly those in a position to influence public opinion.
	Data Source	Reports by Media Tenor, an independent media analysis firm, can be useful in validating the effectiveness of the delivered messages. Evaluation of reporting tours by overseas posts.

Output Indicator		
Indicator #3: Number of Science and Technology Collaborations in Muslim Societies		
TARGETS	**FY 2007**	1. 2 new science and technology (S&T) collaborations and exchanges (either with primary, secondary, university, or informal education sectors, private sector, or civil society partners) to support the USG Muslim World Outreach agenda. 2. 2 new PD outreach events will be initiated in conjunction with workshops, visiting scientists, and visits by senior USG officials in the region with targeted emphasis on the role of women scientists in Muslim societies.
	FY 2006	1. 2 new S&T collaborations and exchanges (either with primary, secondary, university, or informal education sectors, private sector, or civil society partners) to support the USG Muslim World Outreach agenda. 2. 2 new PD outreach events will be initiated in conjunction with workshops, visiting scientists, and visits by senior USG officials in the region, to include public diplomacy elements for a regional Conference of Women Scientists as Leaders in Spring 2006. 3. Implement maritime science and cultural heritage workshop plan in North Africa region. 4. Launch outreach activities for DOS science-themed materials: distribution of 10,000 NASA/DOS solar eclipse posters to schools, libraries, science clubs; distribution of DOS-funded pilot educational film on solar eclipse to schools and science clubs in region. 5. Support creation of series of educational science-themed films aimed at youth in Middle East, North Africa and South Asia. 6. Implement outreach activities for virtual student exchange on science and environmental topics with Global Habitat Project partner. 7. Support visiting U.S. scientists and astronomers and outreach activities involving elementary, high school and science club students.

RESULTS	2005	1. Implemented S&T Agreements, with bilateral and regional focus, with Algeria, Morocco, and Tunisia. Implemented new S&T partnerships with Pakistan, Bangladesh, and the Philippines. 2. Significant PD events carried out in Tunisia involving a web-cam discussion between high school students at the Exploratorium in San Francisco and Tunisia's Science City. 3. U.S. scientists/Tunisian science club student interaction: DOS/NASA project brought Tunisian science club students and two NASA astronomers together to observe, measure, and discuss the science of solar eclipses. 4. 10,000 copies of a special NASA/DOS poster (in Arabic, English and French) illustrating the science of solar eclipses was created. Posters were sent to U.S. posts in Cairo, Amman and Tripoli for further distribution. 5. DOS, Tunisian Government and Tunisian company made a documentary of the DOS/NASA solar eclipse project. The film, dubbed into English, Arabic and French, will be distributed to media outlets in the region The film is a pilot for a planned series of educational science films intended for youth in the Middle East and North Africa. 6. Additional PD events carried out in Tunisia and Algeria in conjunction with senior State official visits. 7. Celebrated the 10-year Anniversary of the U.S.-Egypt S&T Agreement at high-level event held in Alexandria, Egypt.. 8. Supported workshop organized by the National Academy of Sciences on strengthening science-based decision-making in developing countries with a focus on the Organization of the Islamic Conference countries. Workshop took place in Tunisia. Thematic area was the sustainable management of scarce water resources for agricultural production. 9. Basic science and mathematics education initiative was launched at a workshop co-hosted by State, USAID, and the Department of Education. The workshop helped identify US domestic programs and expertise that can be leveraged in collaborating with predominantly Muslim countries on improving basic science and mathematics education 10. Further public diplomacy outreach events initiated in conjunction with workshops, visiting scientists, and visits by senior USG officials in the region.
	2004	Complete S&T Agreements, with bilateral and regional focus, with Algeria, Morocco, and Tunisia. Implement new S&T partnerships with Pakistan, Bangladesh, and the Philippines. OES receives $2 million from USAID to support science collaboration with Pakistan. OES leads in sharing U.S. policy to youth internationally through the "Two Bays, One World" initiative, which brings together divergent student populations in Bangladesh with DC, VA, and MD area students toward greater environmental understanding of their respective water ways (the Bay of Bengal and the Chesapeake Bay).
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	By more actively engaging with Muslim societies on the broad set of S&T issues, both from a research and education perspective, increased numbers of new S&T-based relationships, new science-based industries, development of new products and services, created mechanisms for engagement with youth and women on S&T education issues, and robustness of academic research programs will be important factors contributing to changes that lead to more transparent and accountable democratic institutions e.g. role of women in the sciences is elevated; job opportunities for youth increased; improvements in the methods of teaching science and technology. Increased engagement with this group on projects that produce results of tangible benefit to Muslim societies will also be evident in the positive bilateral relationships thus furthering U.S. ability to reform sectors such as science education.
	Data Source	OES

Annual Performance Goal #2		
PD.02 INTERNATIONAL EXCHANGES INCREASE MUTUAL UNDERSTANDING AND BUILD TRUST BETWEEN AMERICANS AND PEOPLE AND INSTITUTIONS AROUND THE WORLD.		
I/P #2: Global Educational and Cultural Exchanges		
Strengthen the international relations of the United States by increasing mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchange.		
Output Indicator		
Indicator #1: Number of Foreign Exchange Participants By Region		
TARGETS	**FY 2007**	Increase the number of participants in the NEA and SA region programs by an additional 25 percent over 2006. NEA: 2089 SA:1191
	FY 2006	Increase participants in the NEA and SA region programs by 35 percent over the 2002 baseline. NEA: 1671, SA: 953 Reduce ERA to: ERA(NIS): 2,200 Maintain other regions at 2003 levels AF: 1,042 EAP: 2,240 EUR: 9,536 WHA: 1,788 TOTAL: 19,256
RESULTS	2005	AF: 1,125 EAP: 2,712 EUR: 10,342 ERA (NIS): 3,051 NEA: 2,026 SA: 1,329 WHA: 2,295 TOTAL: 22,880
	2004	AF: 1,057 EAP: 2,422 EUR: 9,463 ERA (NIS): 3,538 NEA: 1,972 SA: 1,156 WHA: 1,914 TOTAL: 21,522
	2003	Baseline: AF: 1,042 EAP: 2,240 ERA (NIS): 6,583 EUR: 9,356 NEA: 1,626 SA: 732 WHA: 1,788 TOTAL: 23,367
	2002	N/A
DATA QUALITY	Indicator Validation	The measure is a critical indicator of the scope and reach of exchange programs. The Department tracks this information over time to assess trends and ensure proper audience targeting.
	Data Source	Data is entered directly from bureau and partner databases, is checked and verified through an annual data call, and is rechecked and verified through the bureau's Exchanges Statistical Management System.

Outcome Indicator

Indicator #2: Percentage of Participants Who Continue Professional Collaborations More Than Five Years After Their Exchange Experience (PART)

TARGETS	**FY 2007**	94%
	FY 2006	93%
RESULTS	2005	93.68%
	2004	93%
	2003	Baseline: 81%
	2002	N/A
DATA QUALITY	Indicator Validation	This is a key indicator because it measures sustained relationships between U.S. and foreign individuals, which is particularly important when looking at potential problems in "official" relations between countries.
	Data Source	Data is derived from statistically valid surveys of exchange program participants conducted through independent program evaluations and an on-line survey tool developed to capture pre, post and follow-up program data.

I/P #3: Educational and Cultural Exchange Programs in SA and NEA

The purpose of the program is to increase mutual understanding between the people of the United States and the people of Near East and South Asia by means of educational and cultural exchange. Exchange programs also help build a corps of American intellectuals and opinion leaders who are well informed about beliefs, values and events in other countries.

Outcome Indicator

Indicator #1: Percentage of NEA and SA Participants Who Initiate Positive Change in Their Community Within Five Years (PART)

TARGETS	**FY 2007**	92%
	FY 2006	90%
RESULTS	2005	Of those surveyed, 100 percent implemented a positive change based on a series of three research questions. Although the sample surveyed was more limited than we would have liked, we have confidence the target was met and therefore rate the indicator "on target."
	2004	Of those surveyed, 100 percent implemented a positive change based on a series of three research questions. Although the sample surveyed was more limited than we would have liked, we have confidence the target was met and therefore rate the indicator "on target."
	2003	80% (Global) Target: 76%
	2002	88% (Global)
DATA QUALITY	Indicator Validation	"Positive change" refers to concrete actions taken by the participant in their own community to introduce or establish new ideas, methods, or actions parallel with U.S. interests. Examples include: establishing new organizational partnerships, influencing public opinion through the media, proposing or passing new legislation. This indicator was chosen because it reflects one of the fundamental outcomes of mutual understanding and developing a foundation of trust, as well as the an intermediary level of outcomes based on the Kirkpatrick learning and Phillips ROI methods for assessing results.
	Data Source	Data is derived from surveys of exchange program participants conducted through independent program evaluations and an on-line survey tool developed to capture pre, post and follow-up program data.

Annual Performance Goal #3
PD.03 BASIC HUMAN VALUES EMBRACED BY AMERICANS ARE RESPECTED AND UNDERSTOOD BY GLOBAL PUBLICS AND INSTITUTIONS.

I/P #4: Promote Democratic Values and Behavior

Foster the development of democratic institutions, including a vibrant civil society.

Outcome Indicator

Indicator #1: Percentage of Program Participants Who Espouse Democratic Principles at Least One Year After Their Program

TARGETS	**FY 2007**	82%
	FY 2006	80%
RESULTS	2005	78.84%
	2004	80%
	2003	Baseline: 68%
	2002	N/A
DATA QUALITY	Indicator Validation	The Department will measure the impact of our democracy related information products on audiences, generally opinion leaders and influencers, such as media commentators, NGO leaders, editorial writers and educators. Results are measured over three year periods to avoid spikes and outliers. Once a track record of two to three years is established at a certain range, we will adjust the targets accordingly. The result "espouse" is measured through several survey questions that indicate whether the respondents agree with democratically oriented principles in politics, work, and societal issues.
	Data Source	Data is gathered in statistically valid surveys and polling conducted by independent, external evaluators. An attempt is made to use comparison groups to assess the true impact.

I/P #5: Reach Out to Critical Audiences

International information programs enable a broader reach to greater numbers of the world's people, including the international Muslim population, the successor generation worldwide and "the street," to foster a more durable foundation for international understanding and acceptance of shared values and aspirations that we all share.

Outcome Indicator

Indicator #1: Support by Foreign Audiences of U.S.-South Asian Bilateral and Multilateral Ties

TARGETS	**FY 2007**	1. Two thirds or more of South Asia's decision-makers and urban residents approve of bilateral relations with the U.S. and believe the future will be even better. 2. Anecdotal reports from posts and media commentary also reflect increased support for USG messages.
	FY 2006	1. Two thirds or more of South Asia's decision-makers and urban residents believe bilateral relations with the U.S. are good and believe the future will be even better. 2. Anecdotal reports from posts and media commentary also reflect increased support for USG messages.
RESULTS	2005	According to a December 2004 opinion poll, urban Indians gave the United States the second most positive score (81%) for overall country image. Majorities also have good opinions of the people and cultures of the U.S. (62%). In a nationwide survey in India, the U.S. tied for the highest overall country image (48%). USAID produced a variety of communications materials to promote the President's National Security Strategy, assist in the war on terror, and support the humanitarian and development agenda of the U.S. Government. These include "A Year in Iraq," "Tsunami Relief," "Afghanistan Reborn," and "Democracy Rising." Several were translated into Arabic, Dari, and Pashtu and helped to boost understanding of U.S. assistance in South Asia and the Near East.
	2004	India: 2004 Office of Research nationwide polls show that views of the U.S. are most positive among urban residents (67% good/very good) and college graduates (77%). Among urban Indians, this measure is up from June 2003. In addition to their positive views of the U.S. overall, Indians have generally favorable views of the American culture and people (62%). Afghanistan: According to a May 2004 poll in Afghanistan's urban centers, Afghans support the presence of the International Security Assistance Force (ISAF) (90%) and U.S. (83%) forces in Afghanistan and credit the U.S. with providing much-needed reconstruction aid. Pakistan: Seven-in-ten (69%) overall, and eight-in-ten (79%) among the better-educated, have positive views of their country's relations with the U.S., up from August (62%) and higher than at any other time since polling started on this issue in the late 1990's. Majorities have called U.S. ties good since the 9/11 attacks and President Musharraf's decision to cooperate in the war against terrorism. This is a significant contrast to the year before the attack when pluralities called those ties poor. No polling data for the other South Asian countries is available for 2004.
	2003	Baseline: According to 2003 Office of Research polls, 59% of Pakistanis and 83% of urban Indians feel ties to the United States are "good;" 44% of Indians said that they have at least some confidence in the U.S. "to deal responsibly" with problems in their region. Muslim Bangladeshis are moderately upbeat about their country's relationship with the U.S. By a three-to-one margin (51% to 16%), they feel that bilateral ties are good. There is no available 2003 Office of Research polling data for Nepal, Sri Lanka or Afghanistan.
	2002	N/A
DATA QUALITY	Indicator Validation	The Office of Research conducts public opinion surveys around the world for the U.S. Government. Public opinion provides one piece of information to assess the effectiveness of public diplomacy activities. Public opinion also is affected by international and domestic events that are independent of U.S. outreach activities.
	Data Source	Department of State Bureau of Intelligence and Research.

Output Indicator

Indicator #2: Number of Readers of "Hi" Online Magazine

TARGETS	**FY 2007**	10% over 2006 online average monthly visits = 96,131
	FY 2006	10% over 2005 online average monthly visits = 87,392
RESULTS	2005	FY 2005 readership (combined monthly average of online visits and distribution) was 79,447.
	2004	28,860 average visits per month (346,320 visits per year) to himag.com; 44,000 hard copies distributed monthly (528,000 per year).
	2003	1. Produce Arabic language periodical for the under-30 successor generation in the Arab world. 2. Baseline: Sales of about 3,000 copies per issue with three issues produced in FY 2003. The online version of "Hi" was read by approximately 80,000 people during the last quarter of FY 2003.
	2002	N/A
DATA QUALITY	Indicator Validation	Circulation is a valid indication that USG information is reaching its intended target audience and that the readers are interested in the U.S. perspective on various issues.
	Data Source	"Hi" Magazine

Output Indicator

Indicator #3: Number of Foreign Youth Participants in Regions With Significant Muslim and Arab Populations Reached by the Youth Exchange and Study Program

TARGETS	**FY 2007**	NEA: 357 EAP: 213 SA: 170 AF: 68 EUR: 43 Total: 850
	FY 2006	Put the YES program on a financially sound basis while maintaining a participant level near 600. NEA: 270 EAP: 150 SA: 130 AF: 50 EUR: 40 Total: 640
RESULTS	2005	660
	2004	454
	2003	NEA: 54 EAP: 40 SA: 27 AF: 20 EUR: 19 Total: 160
	2002	N/A
DATA QUALITY	Indicator Validation	Quantitative measures based on increases in number of participants are reliable and give an accurate measure of potential increased impact of ECA activities. Qualitative measures substantiate fulfillment of program goals.
	Data Source	The numbers of participants are verified by the non-profit partner organizations that provide the programming for the participants.

Input Indicator

Indicator #4: Interest Expressed in U.S. Study or Exchange Programs for Young People, Opinion Leaders, and Those That Influence Them

TARGETS	**FY 2007**	1. Fulbright foreign student and scholar programs: application submissions increase 10% over 2006 to 6,009. 2. YES program: application submissions increase 10% over 2006 in each country to 1,245. 3. PLUS undergraduate program: application submissions increase 10% over 2006. 4. Educational Advising Center inquiries increase 10% over 2006.
	FY 2006	1. Fulbright foreign student and scholar programs: application submissions increase 20% over 2005 to 5,464. 2. YES program: application submissions increase 30% over 2005 in each country to 1,132. 3. PLUS undergraduate program: application submissions increase 50% over 2005. 4. Educational Advising Center inquiries increase 10% over 2005.
RESULTS	2005	1. Fulbright foreign student/scholar program applications: 4,553 applications received – rose 75% over 2004. 2. YES program: 871 applications received – rose 34% over 2004. 3. PLUS undergraduate program: 3 times target – 11 applications received for every scholarship.
	2004	1. Fulbright foreign student/scholar program applications: 2,601 applications received: 15 applications for each scholarship 2. YES program: 649 applications received; in Pakistan, the only YES country in 2003, application numbers rose 60% in 2004. 3. While the PLUS program was launched in FY 2004, the first round of recruitment was completed in FY 2005 for programs beginning in FY 2005. 4. Educational Advising Centers inquiries: total inquiries decreased by 3% to 603,183, but this reflects changes in statistics collection to more accurately show substantive inquiries, as well as the fact that ETS testing registration is now done mostly on-line so that fewer students go to the advising centers to register for the standardized tests.
	2003	1. Fulbright foreign student and scholar programs: application numbers were not tracked in 2003; however, ECA now mandates the use of standard reporting forms to begin collection of application numbers. 2. Youth Exchange and Study (YES) high school program launched in Pakistan: 250 applications received (4 applications received for every scholarship). 3. Educational Advising Centers across the region received 619,468 inquiries about study in the United States (includes in-person, e-mail, fax, telephone, website, and special event attendance).
	2002	N/A
DATA QUALITY	Indicator Validation	Increased applications for and interest in U.S. study and exchange programs suggests a fundamental belief and trust in American education and a favorable image of the United States as a world leader to be understood and emulated.
	Data Source	Fulbright Program. Educational Advising Centers.

Annual Performance Goal #4
PD.04 AMERICAN UNDERSTANDING AND SUPPORT FOR U.S. FOREIGN POLICY, DEVELOPMENT PROGRAMS, THE DEPARTMENT OF STATE, AND THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT.

I/P #6: Outreach to Expanded U.S. Audience

Furthering the President's agenda requires that the American people have a greater understanding of foreign policy objectives in general as well as an understanding of the relevance of foreign policy in their daily lives.

Output Indicator

Indicator #1: Number of Outreach Activities to Targeted U.S. Audiences and the Media

TARGETS	FY 2007	1. Number of outreach activities to U.S. audiences: 939 events. 2. Number of individuals reached through in-house briefings: 25,410.
	FY 2006	1. Number of outreach activities to U.S. audiences: 600 events. 2. Number of individuals reached through in-house briefings: 20,000.
RESULTS	2005	1. Grassroots Activities. Conducted over 1,600 outreach activities, including: 700 Washington and regional events for Department's speakers program; reached 20,000 students and others through in-house briefings; conducted or participated in 26 town meetings and conferences; participated in 232 radio programs. 2. Educational Curriculum Materials. Distributed over 13,000 copies of *A History of Diplomacy* curriculum and video; created and distributed 10,000 copies of CD-ROM curriculum "Diplomacy in Action" to colleges/universities, libraries and community organizations; published supplement to weekly reader magazine that reached over 1.25 million students in 58,000 classrooms. 3. State and Local Activities. Facilitated Embassy and Consulate assistance to overseas delegations for 150 state and local government officials; made 60,000 contacts with state and local government officials through presentations at conferences, courtesy meetings, push emails and distribution of Department publications; responded to 370 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	2004	Baseline: 1. Conducted 776 Washington and regional events, including the Secretary's Hometown Diplomat Program, monthly NGO briefings, educational digital videoconferences, and public speaking engagements by senior level Department officials. 2. Reached over 21,000 individuals through in-house briefings 3. Conducted 20 town meetings across the U.S. 4. Produced a weekly insert that reached 1.4 million elementary students across the U.S. 5. Number of press briefings/conferences: 485. Conducted 214 daily press briefings, 92 special briefings, and 9 Secretary of State press conferences, 84 Secretary speeches/remarks, 75 Secretary walk-outs, and 11 Secretary Congressional testimonies. 6. Number of media interviews: print, radio, and television: 1,035 including: 126 opinion editorials/letters, 284 television interviews, 401 print interviews, 224 radio interviews with Department principals. 7. Number of contacts with media: 18,305: which includes press calls/queries fielded by press officers, including policy and non-policy inquiries (phone and in person). Also includes press participation in facilitated camera sprays.

	2003	1. Distributed 14,000 curriculum video packages to U.S. educators. 2. Conducted over 1,500 outreach activities. 3. Reached over 12,000 students through in-house briefings and other programs. 4. Conducted 23 student town meetings at high schools and colleges. 5. Conducted over 600 Washington and regional events for the Department's Speaker's Program. 6. Delivered over 70 presentations at state and national governmental conferences.
	2002	N/A
DATA QUALITY	Indicator Validation	1. Public Outreach programs provide state and local government officials, and the American public opportunities to exchange views with the Department of State Officials who formulate and implement policy. Conducted throughout the U.S., these programs encourage interest and involvement in foreign affairs and economic development opportunities among broad cross-section of American society. 2. This indicator demonstrates the Bureau of Public Affair's efforts to strategically facilitate and disseminate the information flow by making the Department officials accessible to the media to explain thoroughly U.S. policies and initiatives.
	Data Source	Independent assessment of program execution; PA Bureau reports.

V. Illustrative Examples

Public Diplomacy and Public Affairs	
Public Diplomacy Lends a Hand and Highlights American Relief Aid	Following the earthquake and tsunami that struck the Indian Ocean region in December 2004 and the devastating earthquake that struck northern Pakistan in 2005, Americans and American organizations, public and private, rushed to the assistance of those in need. Coordinated U.S. assistance combined with active public diplomacy efforts highlighted the generosity of the American people. Public diplomacy offices also responded programmatically. After the tsunami, the Alumni Office conducted a televised web chat with the head of disaster assistance at USAID that was broadly covered by Indonesian media. The Office of International Visitors initiated special programs for emergency response officials on disaster relief. Thirty-six public and private officials participated in these programs. The Bureau of International Information Programs (IIP) provided U.S. Embassies and a worldwide audience with U.S. policy statements, photos and articles about our assistance effort, which received prominent placement in regional media. IIP also translated and distributed an op-ed from President Bush, which was placed in 69 countries: in 104 newspapers, on 36 Internet sites, and three television and two radio networks, reaching a potential audience of over 212 million people worldwide. Following the earthquake in Pakistan, Under Secretary Hughes led a delegation that included American CEOs to the devastated region to spearhead a public-private effort to rebuild the area.
Historic Summit of Government and Education Leaders	Secretary of State Condoleezza Rice and Secretary of Education Margaret Spellings co-hosted the U.S. University Presidents Summit on International Education January 5-6, 2006, in Washington, DC. The Secretaries engaged leaders of U.S. higher education in a renewed partnership to strengthen international education, emphasizing its importance to the national interest. At the opening session, President Bush launched the National Security Language Initiative (NSLI), a plan to further strengthen national security and prosperity in the 21st century through education, especially in developing foreign language skills. To address these needs, under the direction of the President, the Secretaries of State, Education and Defense and the Director of National Intelligence have developed a comprehensive national plan to expand U.S. foreign language education beginning in early childhood and continuing throughout formal schooling and into the workforce, with new programs and resources.
Creating a Window on the World	A key example of the Department's ability to implement imaginative approaches to reaching underserved groups is the English Access Microscholarship Program, one of the most innovative and promising ventures of the Bureau of Educational and Cultural Affairs. Since its inception in 2004, this program has opened a window on America for 9,000 high school students in 39 countries with significant Muslim populations, through up to two years of English language instruction in their own communities and schools. The program focuses on students who, because of socioeconomic factors, would not otherwise have a chance to learn English, equipping them to participate in the global economy and to compete for ECA exchanges or other U.S. study opportunities in the future. In FY 2006, ECA will significantly expand the number of students in this program, which currently engages young people in regions ranging from the restive Muslim areas of southern Thailand, to the economically depressed urban neighborhoods of Morocco.
Principles of Democracy	The Department's "Principles of Democracy" series is in heavy use in Afghanistan and Iraq. When Dari and Pashto versions of the series, focusing on specific elements of democratic governance, were distributed by Embassy Kabul, Khost Governor Merajuddin Pathan asked for 3,000 additional copies. The Governor said this was the best document in Pashto he had received and vowed to distribute one copy to every teacher in the province. He said that every school child in the province would be able to recite them. Embassy Baghdad worked with a local NGO to produce a four-page newspaper insert focusing on the various aspects of democracy inspired by the series. The Basrah office requested approximately 2,000,000 copies to be printed for distribution in Iraq's four southern-most provinces.

Identifying Misinformation	Since the debut of the USINFO "Identifying Misinformation" web page in March 2005, the Misinformation Alerts, and materials debunking conspiracy theories, urban legends and deliberate disinformation have been instrumental in combating mis- and disinformation worldwide. Some examples: - Embassy Islamabad turned to IIP's "Identifying Misinformation" web site to counter stories that the U.S. was trying to impose a "new American Koran" on Muslims. Two Pakistani national newspapers prominently published the clarification as a box item. - Some 80 web sites have reposted an article "U.S. Denies Foreknowledge of Asian Tsunami," which originally appeared in Pakistan's Daily Times on January 9, 2005. IIP had contacted the author and supplied him with corrective information. - Thanks to a timely disinformation alert from IIP, Embassy Ankara was able to post a disinformation alert on the Embassy web site before the bogus story on the harvesting of human organs by U.S. forces in Iraq appeared in the Turkish press. Once the story appeared, the Embassy issued a press release to all Turkish media denying the report. Consequently, the organ-harvesting story did not spread into the mainstream Turkish press. - The Senegalese Press Agency published material from a letter sent by the American Ambassador, based on material provided by IIP, rebutting false allegations by a French conspiracy theorist that people in the U.S. had foreknowledge of the September 11 attacks.
Domestic Reporting Tour to Opening of the first Arab American Museum	On May 5-6, 2005, the New York Foreign Press Center arranged for a group of eleven Arab journalists to cover the opening of the new Arab American National Museum (AANM) in Dearborn, Michigan. The two-day program provided a window for Middle East audiences on how the United States celebrates and honors ethnic diversity of its immigrants, and the history and contributions of Arab Americans in particular. The tour included a press conference on the museum's opening, a meeting with the Mayor of Dearborn, lunch at a local Lebanese bakery hosted by Dearborn City Hall, a private tour of the museum by the curator, opening ceremonies of AANM, and a meeting and tour with members of ACCESS (Arab Community Center for Economic and Social Services). Ambassadors and other representatives at embassies from Qatar, Lebanon, Egypt, Saudi Arabia, Kuwait, and Bahrain were present for the museum's opening ceremonies. The group of reporters attending the FPC sponsored tour represented 75% of the major Arab news outlets.

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Educational and Cultural Affairs	383,317	454,771	490,898
European and Eurasian Affairs	72,650	73,145	71,987
East Asian and Pacific Affairs	53,903	56,966	58,313
International Information Programs	42,266	44,383	53,960
Other Bureaus	152,446	147,290	158,455
Total State Appropriations	**$704,582**	**$776,555**	**$833,613**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp	-	-	-
Trade and Development Agency	1,533	1,512	1,509
Title II - Bilateral Economic Assistance			
USAID	-	-	-
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	20,054	15,190	13,400
Independent Agencies	-	-	-
Department of State	-	-	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	-	-	-
Foreign Military Financing	-	-	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$21,587**	**$16,702**	**$14,909**
Grand Total	**$726,169**	**$793,257**	**$848,522**

Strategic Goal 12: Management and Organizational Excellence

Ensure a High Quality Workforce Supported by Modern and Secure Infrastructure and Operational Capacities

I. Public Benefit

In support of the Secretary's vision for Transformational Diplomacy, the Department and USAID have identified a set of six crosscutting areas for action:

1. Build on our success under the President's Management Agenda (PMA) by addressing the remaining initiatives that have not reached green status and continued improvement on the initiatives that have achieved green status;
2. Remove all non-location specific support functions from critical danger posts to regional and central support centers at medium and large posts;
3. Strengthen open yet secure U.S. borders by maximizing legitimate travel to the U.S. while denying entry to those who would do the United States harm;
4. Improve training opportunities and curricula for employees;
5. Improve the quality of life for employees whether domestic or abroad;
6. Use technology to disseminate knowledge faster and more effectively.

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

For example, four of the Department's seven PMA initiatives have reached green status. The remaining three are at yellow and the Department is implementing strategies for their progression to green. Integrated budgeting, planning and performance measurement processes, together with effective financial management and demonstrated financial accountability, are enhancing the management and performance of the Department and USAID. These measures will ensure the resources entrusted to the Department and USAID are well managed and judiciously used. The American people will be able to see how well programs perform, and the costs they incur for that performance.

Furthermore, the Department has a plan to remove overseas support functions that are currently performed at posts, but could be rendered at other locations. This will increase management flexibility to deploy staff to high priority areas; reduce employee exposure at dangerous locations; and allow for more efficient and better service.

II. Resource Summary ($ in Thousands)

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request	Change from FY 2006	
				Amount	%
Staff[1]	10,319	10,443	10,534	91	0.9%
Funds[2]	$5,479,267	$4,934,531	$5,095,199	$160,668	3.3%

Note (1): Department of State direct-funded positions.
Note (2): Funds include both Department of State Appropriations Act Resources and Foreign Operations Resources, where applicable.

III. Strategic Goal Context

Shown below are the performance goals, initiatives/programs, and the resources, bureaus and partners that contribute to accomplishment of the Management and Organizational Excellence strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
Management and Organizational Excellence	Human Resources and Training	Operational Readiness	D&CP	FSI, HR, S/CRS, M/HR	FCS, FAS, and other foreign affairs agencies
		Recruit and Hire Talented, Diverse Employees	D&CP	HR, M/HR	HBCU, HACU, OPM, Partnership for Public Service
		Career Development and Training	D&CP	FSI, HR, M/HR	FCS, FAS, other foreign affairs agencies
		Americans Employed By UN System Organizations	D&CP	IO	International organizations, other USG agencies
		Overseas Schools	D&CP, ICASS	A	USG agencies, international schools, diplomatic community, educational associations
		Quality of Life	D&CP	HR M/HR	
	Information Technology	Secure Global Network Availability and IT Modernization	CIF, D&CP, ICASS, and expedited passport fees	IRM PPC/SPP, M/ISSO	USAID and other USG agencies at overseas posts
		Modern, Worldwide, Integrated Messaging	CIF, D&CP	M	IRM
	Diplomatic Security	Worldwide Security Upgrades	D&CP	DS	N/A
	Overseas and Domestic Facilities	Capital Security Construction Program	ESC&M	OBO	Other agencies
		Compound Security Program	ESC&M	OBO	Other agencies
		Headquarters Facility Modernization	ESC&M	A	GSA
		New Office Building for the U.S. Mission to the United Nations	D&CP	A	IO, GSA, USUN
	Resource Management	Integrate Budget and Performance	D&CP	RM, PPC/SPP, M	OMB, Congressional Committees and subcommittees, foreign affairs agencies, GAO

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	Partners
		Improved Financial Performance	D&CP	RM, PPC/SPP, M	OMB, GAO, Treasury
	Administrative Services	Global Support Services	D&CP	A, M/R	OMB. other agencies
		Worldwide Logistics	CIF, D&CP	A	Various USG agencies
		Competitive Sourcing	D&CP	A, M	OMB
		Performance-Based Contracting	D&CP	A, M	GSA
		Citizen-Centered Government	D&CP	ECA	NGOs
		Interagency Strategic Communication	D&CP	IIP M	Various USG agencies

IV. Performance Summary

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2007 performance indicators and targets are shown below.

Annual Performance Goal #1
MG.01 A HIGH PERFORMING, WELL-TRAINED, AND DIVERSE WORKFORCE ALIGNED WITH MISSION REQUIREMENTS.

I/P #1: Operational Readiness

Department will promote support for transformational diplomacy to increase our operational readiness capacity that will allow for rapid, effective, and coordinated response to crises, emerging issues, and pre- and post-conflict stabilization and reconstruction operations.

Output Indicator

Indicator #1: Percent of Language-Designated Positions at Overseas Missions, Filled by People Who Fully Met the Language Requirements

TARGETS	**FY 2007**	85% fully meet the requirements, contingent on receiving funding request for FY 2007 foreign language programs.
	FY 2006	83% fully meet the requirements.
RESULTS	2005	83% fully met the requirements.
	2004	82.55% fully met the requirements. Another 9.89 % partially met the requirements.
	2003	83% fully met the requirements. Another 12% partially met the requirements.
	2002	Baseline: 88% fully met language-designated requirement.
DATA QUALITY	Indicator Validation	As an indicator of how well the assignments process works to get the people with needed skills in place, this is a good indicator as it only measures filled positions (not vacancies). However, as the baseline of Language Designated Positions (LDPs) changes due to changed requirements and due to the Career Development initiatives emphasis on new LDP designations, the percentage may not increase. It is important to note that while our percentages have stayed relatively stable, the numbers of positions and employees have increased under the Diplomatic Readiness Initiative. Consequently, the stable percentages indicate that we have more language-qualified people serving in more LDPs each year. Finally, success is partially controlled by resources available for training and sufficient personnel to accommodate training while still meeting mission requirements.
	Data Source	This indicator is calculated by the Bureau of Human Resources, Career Development and Assignments Division (HR/CDA) based on panel actions in the previous fiscal year (e.g. FY 2005 figures are based on FY 2004 panel actions). Actions for the current fiscal year are not available until the end of the fiscal year. This indicator is reported yearly to Congress as required by statute.

Output Indicator

Indicator #2: Percentage of Agency-wide Recruitment Goals Met (PART)

TARGETS	**FY 2007**	100% of 230 positions
	FY 2006	95% of 230 positions
RESULTS	2005	100% of 210 positions
	2004	98% of 221 positions
	2003	Baseline: 100% of 151 positions
	2002	N/A
DATA QUALITY	Indicator Validation	Success in recruitment is critical for USAID as a significant proportion of the workforce will be eligible for retirement over the next few years. This measure will show how successful USAID is in filling positions that have been vacated through attrition or created to meet staffing requirements.
	Data Source	USAID Office of Human Resources.

Output Indicator

Indicator #3: Average Number of Work Days Between Announcement Close and Offer (PART)

TARGETS	**FY 2007**	30
	FY 2006	32
RESULTS	2005	36
	2004	36
	2003	43
	2002	N/A
DATA QUALITY	Indicator Validation	This indicator measures the time it takes to complete the key segment of the recruitment process. Since recruitment is critical for USAID, reducing the time it takes will improve overall staffing by reducing the duration of gaps created by attrition.
	Data Source	USAID Office of Human Resources.

I/P #2: Recruit and Hire Talented, Diverse Employees

Maintain a talented and diverse workforce in the Department and U.S. AID. Foreign Service hiring targets are met with a highly qualified, appropriately skilled, and diverse candidate pool. Established internal timelines (performance standards) are met for processing bureau-requested Civil Service personnel actions. HR ensures that bureaus with delegated authority adhere to merit systems principles. Future critical skill gaps are minimized and employment ceilings are effectively managed.

Input Indicator

Indicator #1: Diversity of New Hires in the Foreign Service

TARGETS	**FY 2007**	Increase diversity of applicants and hires in the Foreign Service; increase diversity of participants in student programs aimed at recruitment.
	FY 2006	Increase diversity of applicants and hires in the Foreign Service; increase diversity of participants in student programs aimed at recruitment.
RESULTS	2005	1. % of FS applicants who were minorities: State -- 34%; USAID -- data will be available in 2006 2. % of FS new hires who were minorities: State -- 19%; USAID -- 25% 3. % of participants in student programs who were minorities: State -- 34%; USAID -- data will be available in 2006 Note: The percentages of minorities who registered to take the written examination (1) and who were hired into the Generalist corps (2) were within the five-year ranges (33 percent to 39 percent and 14 percent to 21 percent, respectively). The percentage of employees participating in student programs who selected not to register their race and national origin information has increased over the last four years from 9 percent in 2002 to nearly 19 percent in 2005. This trend significantly impacts the tabulation of minority participation in student programs and makes it very difficult to draw any conclusions about minority participation rates.
	2004	1. % of FS applicants who were minorities: State -- 36%; USAID -- data will be available in 2006 2. % of FS new hires who were minorities: State -- 21%; USAID -- 21% 3. % of participants in student programs who were minorities: State -- 37%; USAID -- data will be available in 2006
	2003	Increased diversity of applicants to the Foreign Service.
	2002	Increased diversity of FS applicants to the Foreign Service.
DATA QUALITY	Indicator Validation	Our goal is to hire, not just to recruit, diverse employees. An outcome measure based on the diversity of hiring is an important tool to measure the true outcome of various recruitment efforts.
	Data Source	Data for DoS is maintained by the Bureau of Human Resources, Office of Recruitment. Data for USAID is maintained by Human Resources, Division Personnel Operations Division. This USAID office partners with the Equal Opportunity Programs Office in maintaining this data. For both agencies, the data includes FS hires and student program participants.

I/P #3: Career Development and Training

Provide base level training in tradecraft, professional development, foreign languages, leadership and management, information technology and other areas necessary for development of a high-performing Foreign and Civil Service.

Output Indicator

Indicator #1: Mandatory Leadership Training Participation

TARGETS	**FY 2007**	Mandatory Leadership/Management Training for 100% of adjusted target audience (7,735 up from 7,000 to account for promotions since the start of the initiative) by the end of CY 2006 (end of 1st quarter FY 2007). Ongoing regularization of leadership and management training required in line with promotion precepts established.
	FY 2006	Mandatory Leadership/Management Training for 99% of adjusted target audience (7,735 up from 7,000 to account for promotions since the start of the initiative).
RESULTS	2005	Through FY 2005, there were more than 6,700 completed enrollments in mandatory leadership training courses (about 87% of adjusted target, or 13% ahead of original end-of-FY target of 74%).
	2004	As of end of FY 2004, 64% of original target audience of 7,000 has completed mandatory Leadership/Management training, exceeding end-of-FY 2004 target of 49%.
	2003	Successful: 1,725
	2002	Mandatory Leadership and Management training requirements approved; target audience/numbers identified and planning begun for roll-out. Mandatory training implemented at the second quarter. Developed a four-year plan to meet requirement.
DATA QUALITY	Indicator Validation	Course enrollments best validate the number of employees completing mandatory Leadership and Management training.
	Data Source	The indicator is based on course enrollments generated from the Department's corporate training database, the Student Training Management System (STMS).

Output Indicator

Indicator #2: Percentage of Language Students Attaining Skill Objectives

TARGETS	**FY 2007**	80%
	FY 2006	80%
RESULTS	2005	87%
	2004	88%
	2003	77%
	2002	77%
DATA QUALITY	Indicator Validation	The data is screened and provides the most accurate measure for tracking performance as it tracks time spent in language training and resulting end-of-training test results.
	Data Source	Indicator based on end-of-training test data recorded in the Department's corporate training database, the Student Training Management System (STMS).

Output Indicator		
Indicator #3: Browser-based On-Line Learning Enrollments (SmartForce, FasTrac, and FSI On-Line products)		
TARGETS	**FY 2007**	5,500 On-Line Learning course completions; 52,000 DoS employees complete online Cyber Security Awareness course.
	FY 2006	Successful: 5,000 On-Line Learning course completions; 52,000 DoS employees complete online Cyber Security Awareness course.
RESULTS	2005	6,000 distance learning (DL) enrollments for State employees and eligible family members, and 1,000 DL enrollments for non-State persons.
	2004	3.935 successfully completed DL courses. In addition, 50,805 successfully completed on-line, annual Computer Security Awareness refresher training that was put online. Signed, in April 2004, an MOU with OPM on the PMA e-Training Initiative. Starting in 2006, this indicator tracks course completions instead of enrollments.
	2003	2,398 enrollments (State only); 2,410 successfully completed DL courses.
	2002	1,697 DL enrollments.
DATA QUALITY	Indicator Validation	Training enrollment is the most objective measure of progress towards attaining goal.
	Data Source	Indicator based on On-Line Learning enrollment data from DoS corporate training database, the Student Training Management System, and FSI's FasTrac database.

I/P #4: Americans Employed By UN System Organizations

Measures the average percentage of U.S. employees occupying positions subject to geographical distribution in UN system organizations where the U.S. is most inequitably employed or that attract a high level of interest.

Output Indicator		
Indicator #1: Percentage Of UN System Organizations' Workforce (Positions Subject To Geographical Distribution) That Are American Citizens		
TARGETS	**FY 2007**	CY 2006 Target: 11.3%
	FY 2006	CY 2005 Target: 11.0%
RESULTS	2005	CY 2004 Result: 10.7%
	2004	CY 2003 Result: 11.5%
	2003	CY 2002 Result: 11.6%
	2002	CY 2001 Result: 11.8%

DATA QUALITY	Indicator Validation	Annual targets and results are averages among those international organizations where the U.S. is most inequitably employed or which attract a high level of interest. By tracking averages over a number of years, the Department will know whether we are making progress increasing the percentage of Americans working in UN System organizations. UN System organizations gather information on a calendar year basis. Given the delay in gathering and reporting the data, each fiscal year's targets correspond to the previous calendar year. The annual targets listed herein are averages among those international organizations where the U.S. is most inequitably employed or that attract a high level of interest (i.e., for CY 2000-CY 2007, the UN, ILO, ITU, ICAO, FAO, UNHCR, and WHO. IAEA for CY 2003 through CY 2007 only. UNESCO for CY 2004 through CY 2007).
	Data Source	Annual Department requests to posts/missions to obtain information directly from individual international organizations for forwarding to the Department for analysis.

I/P #5: Overseas Schools

Support posts abroad by ensuring to the fullest extent possible the availability of elementary and secondary educational opportunities to prepare USG dependents for reentry into the U.S. educational system.

Output Indicator

Indicator #1: Number of Teachers and Administrators Receiving Technology Training

TARGETS	**FY 2007**	300 participants.
	FY 2006	290 participants.
RESULTS	2005	285 participants.
	2004	270 participants.
	2003	260 participants.
	2002	Baseline: 250 participants.
DATA QUALITY	Indicator Validation	Success with efforts to train teachers and administrators at the Jefferson Overseas Schools Technology Institute, the NASA In-Service Aerospace Institute, and regional associations should correlate with overall student success.
	Data Source	Overseas regional educational associations and Office of Overseas Schools internal automated and physical records and reporting systems.

I/P #6: Quality of Life

Provide work/life and family programs that meet the changing needs and expectations of a diverse workforce and their families, while furthering Department interests and objectives.

Outcome Indicator

Indicator #1: Community Liaison Office Customer Satisfaction Rating

TARGETS	**FY 2007**	As a FY 2006 PMA deliverable, the Department will have a new HR annual survey instrument that will capture information on Community Liaison Officer customer satisfaction. We expect to administer the survey for the first time in early 2006. We will, then, have a baseline year and be able to provide consistent results and target information.
	FY 2006	New indicator - targets in development.
RESULTS	2005	Indicators are under development. They are expected to be available in FY 2006.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Measures satisfaction with the Department's services through Community Liaison Officers, an important HR-provided service.
	Data Source	Data will be captured from the new HR annual survey that will be administered for the first time in FY 2006.

Annual Performance Goal #2
MG.02 MODERNIZED, SECURE, AND HIGH QUALITY INFORMATION TECHNOLOGY MANAGEMENT AND INFRASTRUCTURE THAT MEET CRITICAL BUSINESS REQUIREMENTS.

I/P #7: Secure Global Network Availability and IT Modernization

Achieve the Department's IT goals, including a centrally managed infrastructure, streamlined administrative systems, and a customer focused portal, by improving the global network infrastructure and continuing an aggressive four-year life-cycle modernization program.

Output Indicator

Indicator #1: Achieve Four-year Life Cycle for Global IT Modernization

TARGETS	**FY 2007**	Four-year life cycle modernization program continues for OpenNet and ClassNet. 157 additional domestic and overseas LANs are scheduled for modernization -- 71 OpenNet and 73 ClassNet, which is 25% of the total.
	FY 2006	Continue aggressive four-year life cycle modernization program for OpenNet and ClassNet, centrally managed by the GITM Program Management Office. 143 additional domestic and overseas LANs are scheduled for modernization -- 82 OpenNet and 61 ClassNet.
RESULTS	2005	In the second year of the modernization program, GITM completed 152 domestic and overseas OpenNet and ClassNet Local Area Network (LAN) modernizations, which included 86 OpenNet and 66 ClassNet modernizations. GITM also migrated an additional 159 OpenNet and ClassNet LANs from Windows NT to Windows 2003 and Active Directory.
	2004	Began modernization program to refresh and maintain classified and unclassified computers.
	2003	1. OpenNetPlus project completed. 2. More than 43,000 users representing all of the Department's knowledge workers had desktop Internet access. Expanded classified connectivity program (CCP) to all 224 eligible overseas posts. 3. Unclassified refresh continues. 4. No significant numbers of desktops were more than four years old.
	2002	1. OpenNetPlus pilot period completed; lessons learned documented. Substantial progress made on deployment to domestic and overseas posts. 2. CCP significantly increased for a surge in installations in 2002 and completion in 2003. CCP installed at 135 posts. 6% of overseas-classified desktop computers were slower than the 450MHz standard. 3. 35% of unclassified desktop computers were over four years old.
DATA QUALITY	Indicator Validation	This indicator directly measures progress toward modernization of the Department's IT infrastructure. It is appropriate because the Department's IT infrastructure will lag behind if we wait longer than four years for modernization, due to the continually accelerating pace of technological development.
	Data Source	1. GITM PMO reports monthly to CIO and Under Secretary for Management on completed v. planned GITM installations. 2. E-Gov Monthly Cost Workbook indicates schedule and cost variance.

I/P #8: Modern, Worldwide, Integrated Messaging

Provide the Department with a simple, secure, and user-driven system to support collection, analysis, communication and presentation of information for conducting diplomacy through modern messaging, dynamic archiving, and information sharing.

Output Indicator

Indicator #1: Progress Toward the Elimination of the Current Cable System and Processes and Completion of a SMART Pilot That Meets the Business Needs of Users

TARGETS	**FY 2007**	1. Initiate phase 3 worldwide deployment. 2. Bring online second secure processing facility. 3. National Archives and Records Administration (NARA) compliant records management and transfer capabilities to be evaluated. 4. Beyond FY 2007, will complete phase 3 worldwide deployment and discontinue legacy systems.
	FY 2006	1. Conduct acceptance tests to determine system stability and confirm furture direction of the project. 2. Bring online fullly operational first secure processing facility and complete phase 2 pilot deployment.
RESULTS	2005	1. System requirements decomposition effort results in validated list of derived requirements. 2. 50 users participated in a series of system usability demonstrations and provided feedback, driving defect corrections.
	2004	1. In March FY 2004, the contractor requested a 3-week delay to investigate a hybrid solution, which led to the establishment of the Phase 1A Beta Solution with an end date of October 15, 2004. 2. Completed design demonstration. 3. Installed a secure processing facility. 4. Signed MOU with NARA.
	2003	Secretary of State approved a new need-to-know policy; SMART prototype (Proof-of-Concept) developed and evaluated; centralized approach approved; and integrated acquisition team established.
	2002	Comprehensive requirements analysis completed, steering committee formed, users consulted to determine requirements, BPR completed, and prototype developed.
DATA QUALITY	Indicator Validation	This indicator is appropriate because achievement of the targets, which will be actively and closely tracked, will measure progress toward development of the SMART project. This project reflects the long-term vision described in the 2001 - 2005 IT Strategic Plan. In addition, this project represents the Department's top IT priority, and as a consequence receives frequent senior management scrutiny. When completed, SMART will help implement a fully modernized, simple and secure, IT infrastructure.
	Data Source	IRM management reports

Annual Performance Goal #3
MG.03 PERSONNEL ARE SAFE FROM PHYSICAL HARM AND NATIONAL SECURITY INFORMATION IS SAFE FROM COMPROMISE.

I/P #9: Worldwide Security Upgrades

Ensure global security provided to the Department of State and foreign affairs agencies is adequate and appropriate for protection of personnel domestically and under Chief of Mission authority.

Output Indicator

Indicator #1: World-wide Protection of Life and Property at Domestic and Overseas Facilities (PART)

TARGETS	**FY 2007**	Protection is accomplished through a variety of human, physical and technical measures including world-wide increase of local guards, mobile security deployment and high threat protection teams, command center operations, armored vehicles and physical facility measures. The Bureau's ability to protect personnel and facilities will be enhanced over FY 2006 levels and sustained through specialized training, monitoring, analysis and dissemination of timely, relevant and accurate intelligence on threats against critical personnel and facilities.
	FY 2006	Training and security programs and systems are expanded over FY 2005 levels to keep pace with the evolving capabilities of those who seek to damage U.S. interests.
RESULTS	2005	Of the more than 250 posts overseas, 180 are designated as highly vulnerable. Of these posts, 48 have a Critical (highest level) Security Rating and 52 have a High (second highest level) Security Rating. More than 50 embassies have had security up-grades either finished, under construction, or have new construction contracts in place.
	2004	Security upgrades were completed at 142 posts, exceeding the initial target of 133.
	2003	Security upgrades were completed at 111 out of 133 posts, i.e. embassies or consulates.
	2002	Security upgrades were completed at 77 posts.
DATA QUALITY	Indicator Validation	Data is confirmed by number of security up-grade contracts issued and completed, by status reports and close-out reports for countermeasures security projects (technical and physical) and where applicable, by results of Alpha and Beta testing.
	Data Source	Data is verified and compiled by program offices with direct authority, threat level assessment tools such as the Security Environment Threat Level List (SETL), testing systems, and Regional Security Officers at posts.

Output Indicator

Indicator #2: Protection of Homeland Security and National Security Information

TARGETS	**FY 2007**	The Department of State plays a crucial role in homeland security in relation to the protection of U.S. borders through the visa and passport Fraud Investigations Program. For instance: From January to May 2005 (5 months) 2,925 visa and passport fraud cases were closed and 451 arrests were made. The Department also operates a massive IT infrastructure extending to nearly every country and supporting more than 50,000 users worldwide. Ensuring the global protection of the Department's complex network or systems and information is critical to conducting diplomacy and preserving national security. We project 5,500 visa and passport fraud cases to be closed, an increase of 1,000 cases over FY 2006 and zero penetrations relative to 38 million cyber events handled each month, an increase of two million a month over FY2006.
	FY 2006	We project 4,500 visa and passport fraud cases to be closed, an increase of 600 cases over FY 2005 and zero penetrations relative to 36 million cyber events to be handled each month, an increase of 1.4 million events per month over FY2005.
RESULTS	2005	3,900 visa and passport fraud cases were closed and there were zero security penetrations relative to 34.6 million cyber events per month in FY 2005.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Data is validated by security up-grade projects/contracts (involving DS training facility, physical security, cyber security, soft targets, the budget process for acquiring additional security personnel/contracts) awarded/issued and completed, by status reports and close-out reports submitted by program managers and program offices.
	Data Source	Data is verified and compiled by program offices.

Annual Performance Goal #4
MG.04 SAFE, SECURE AND FUNCTIONAL FACILITIES SERVING DOMESTIC AND OVERSEAS STAFF.

I/P #10: Capital Security Construction Program

Award capital security construction projects as scheduled in the Long-Range Overseas Buildings Plan (LROBP).

Output Indicator

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

TARGETS	**FY 2007**	Acquire eight building sites for new capital security construction projects.
	FY 2006	Acquire ten building sites for new capital security construction projects.
RESULTS	2005	Ten NEC sites have been acquired (closed) as of September 30, 2005.
	2004	Eight NEC sites were acquired (closed) during the fiscal year.
	2003	Five building sites were acquired for new capital security construction projects.
	2002	Ten building sites were acquired for new capital security construction projects.
DATA QUALITY	Indicator Validation	This is a comprehensive measure of the actual acquisition of a building site that is essential before constructing a new embassy compound.
	Data Source	Formal property settlement (closing) records that legally assign ownership of the site to the U.S. Government. The data is communicated via various means to include cables from posts and during monthly Project Performance Reviews.

Output Indicator

Indicator #2: Number of Capital Security Construction Projects Awarded In Accordance With LROBP (PART)

TARGETS	**FY 2007**	Award ten new capital security construction projects.
	FY 2006	Award 13 new capital security construction projects.
RESULTS	2005	14 capital security construction projects were awarded in FY 2005. In addition, the Baghdad NEC, although not funded as a "capital security construction project," was awarded this fiscal year as well.
	2004	Awarded 12 new capital security construction projects.
	2003	Awarded nine new capital security construction projects.
	2002	Awarded 13 new capital security construction projects.
DATA QUALITY	Indicator Validation	Represents a critical step getting new capital security construction projects into construction. Once projects are funded and contracts awarded, other performance measures (indicators) are used to track projects in construction through to completion.
	Data Source	Official contract awards for new capital security construction projects.

I/P #11: Compound Security Program

The program provides physical security upgrades and compound security (perimeter security, vaults, safe havens, escape hatches, forced entry/ballistic resistant (FE/BR) doors and windows, shatter-resistant window film [SRWF], environmental security, and protection of fuel tanks and emergency generators to Department overseas facilities to protect employees from terrorist and other security threats.

Output Indicator

Indicator #1: Number of Technical Security Installation and Upgrade Projects Completed During Fiscal Year in Accordance with the Schedule

TARGETS	**FY 2007**	Complete 71 technical security installation and upgrade projects during the FY in accordance with the schedule.
	FY 2006	Complete 70 technical security installation and upgrade projects during the FY in accordance with the schedule.
RESULTS	2005	81 technical security installation and upgrade projects were completed against the target of 70 projects.
	2004	Completed 81 technical security installation and upgrade projects.
	2003	71 technical security installation and upgrade projects were completed.
	2002	Baseline: 75
DATA QUALITY	Indicator Validation	The output measure (number of projects completed) is the best indicator at this time in determining that the technical security installation and upgrade projects are being performed on schedule.
	Data Source	OBO security project management reports and monthly Project Performance Review briefings.

I/P #12: Headquarters Facility Modernization

A modern State Department Headquarters facility.

Output Indicator

Indicator #1: Renovation/Modernization of the Harry S Truman Building

TARGETS	**FY 2007**	1. Complete Phase 1B design 2. Accomplish partial design of perimeter security improvements. 3. Start Phase 1B renovation ("New State"), including blast resistant window installations.
	FY 2006	1. Complete Phase 1A renovation ("Old State"), including blast resistant window installations. 2. Start design of Phase 1B ("New State") renovation and perimeter security improvements.
RESULTS	2005	1. "Old State" Phase 1A renovation is 99% complete. 2. Phase 1A lobby security improvements were started. 3. "New State" Phase 1B space planning was temporarily halted at 35% completion to provide options for consideration by new Department management. 4. U.S. Diplomacy Center concept design was completed; final design's architectural, engineering, and exhibit design firm was selected. 5. Perimeter security improvements concept design received jurisdictional approvals. 6. Jefferson Information Center Construction Documents were completed.
	2004	1. Construction of "Old State" Phase 1A infrastructure was completed. 2. U.S. Diplomacy Center pre-concept design was completed in August, 2004. 3. Space Planning for "New State" Phase 1B started in July, 2004. 4. North Servery upgrades were completed. 5. 6th floor corridor improvements were completed.
	2003	1. "Old State" 8th floor vacated and demolition 100% complete. 2. Infrastructure construction 95% complete. 3. Space planning complete; office and special space design complete. 4. Interiors construction contract bids received. 5. Blast-resistant windows replacements started. 6. Perimeter security improvements concept design approved by the Secretary. 7. Network control center construction complete. 8. U.S. Diplomacy Center pre-concept design 50% complete. 9. Phase 2 "New State" cafeteria dining area upgrades complete, with North Servery upgrades 90% complete. 10. 6th floor corridor improvements 75% complete. 11. Delegates Lounge upgrades complete. 12. Jefferson Information Center concept design complete.
	2002	Phase 1A of "Old State" demolition completed; infrastructure construction started.
DATA QUALITY	Indicator Validation	Renovation of the headquarters building is the primary component of the Foggy Bottom Modernization/Consolidation.
	Data Source	General Services Administration progress reports, construction and occupancy schedules, progress meetings, management plans, completed activities, and weekly activity reports.

I/P #13: New Office Building for the U.S. Mission to the United Nations

A new office building for the U.S. Mission to the United Nations will provide secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.

Output Indicator

Indicator #1: Construction of new USUN office building

TARGETS	**FY 2007**	New Office Building (NOB) construction 57% complete.
	FY 2006	NOB construction 25% complete.
RESULTS	2005	1. Demolition of the Existing Office Building (EOB) was completed on the revised contract completion date, April 2005. 2. The second phase of the two-phase solicitation for construction contractors was executed, and proposals were received January, 2005. The design and construction documents were modified, incorporating significant cost reduction measures, and issued to the competing contractors for revised proposals received June, 2005. GSA initiated an amendment to the FY 2006 budget request to provide additional funding to cover the experienced project cost growth. Award of the contract did not occur in FY 2005.
	2004	1. The U.S. Mission relocated to the Interim Office Building (IOB) and opened for business June 14, 2004. 2. The demolition contract for the EOB was awarded and notice to proceed was issued July 17, 2004. 3. Of the $14.0 million provided in FY 2004 to support efforts associated with the IOB and NOB, $10.8 million was obligated for NOB construction effort, specialty contractors, and construction support activities. 4. With the exception of back check corrections, the NOB design was completed in September, 2004.
	2003	1. $14.0 million IOB funding obtained. 2. GSA not able to finalize IOB lease in FY 2003. As a result, lease signing and IOB build-out were delayed to FY 2004.
	2002	NOB 98% design level completed; IOB space sought.
DATA QUALITY	Indicator Validation	Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the NOB available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.
	Data Source	General Services Administration and Department of State's USUN Building Project Manager.

Annual Performance Goal #5
MG.05 INTEGRATED BUDGETING, PLANNING AND PERFORMANCE MANAGEMENT; EFFECTIVE FINANCIAL MANAGEMENT; AND DEMONSTRATED FINANCIAL ACCOUNTABILITY.

I/P #14: Integrate Budget and Performance

Integrate policy formulation, strategic planning and budgeting so that all resource requests to OMB and Congress are directly linked to policy and performance goals and make a compelling case for requested resources.

Input Indicator

Indicator #1: Develop Integrated Performance Budgets

TARGETS	**FY 2007**	Develop requirements for a new State/USAID joint performance planning system.
	FY 2006	State cites plan goals and performance data to justify requests for all PART programs. The Department will continue to develop PART analyses on additional programs as negotiated with OMB. Four budget and performance integration pilot chapters to be included in Congressional Budget Justification documents.
RESULTS	2005	Baseline: State and USAID budget submissions prepared separately. The FY 2006 Joint Performance Plan (JPP), included with the budget submission to OMB, showed allocation of budget request by Strategic and Performance Goals.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Measures extent to which DoS and USAID link annual budget request to performance goals, an important step towards budget and performance integration.
	Data Source	Published budgets and planning documents.

I/P #15: Improved Financial Performance

Provide world-class financial services that support strategic decision-making.

Input Indicator

Indicator #1: Status of Implementation of Joint Financial Management System

TARGETS	**FY 2007**	Provide Joint Financial Management System (JFMS) Steady State operations. USAID coordinates Phoenix accounting system with JFMS. Continue to meet performance goals in Service Level Agreement.
	FY 2006	Implement JFMS to support FY 2006 financial processing for USAID and State in Charleston under a mutually agreed Service Level Agreement that calls for system availability of 98% during normal operating hours (23 x 6 Sunday thru Friday).
RESULTS	2005	Baseline: Phoenix hosted by the Department's Charleston Financial Service Center.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Joint Executive Steering Committee review.
	Data Source	Bureau of Resource Management and Joint Management Council quarterly reports.

Annual Performance Goal #6
MG.06 CUSTOMER-ORIENTED, INNOVATIVE DELIVERY OF ADMINISTRATIVE AND INFORMATION SERVICES, ACQUISITIONS, AND ASSISTANCE.

I/P #16: Global Support Services

Provide non-location-specific services to overseas posts from a domestic or regional location. This will allow posts to focus on those tasks that must be performed at post and will allow the Department to better support transformational diplomacy.

Outcome Indicator

Indicator #1: Non-location-specific Business/Line Service Areas (Traditionally Performed at Overseas Posts) Now Provided by Regional or Centralized Service Centers

TARGETS	**FY 2007**	20
	FY 2006	5
RESULTS	2005	Baseline: 0
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	Removal of non-location-specific activities from any given post will accomplish at least one of the following three objectives: 1) increase management flexibility to deploy staff to high priority areas; 2) reduce employee exposure at dangerous locations; and/or 3) allow for more efficient and better quality service through specialization, standardization, and economies of scale.
	Data Source	The plan for establishing Regional or Centralized Service Centers to perform non-location-specific, back-office operations will be implemented during FY 2006 and will include a reporting mechanism that will provide validation of progress. As of January, 2006, the data source has not yet been identified.

I/P #17: Worldwide Logistics

Improve customer support and increase the efficiency of the Department's worldwide logistics support system.

Output Indicator

Indicator #1: Integrated Logistics Management System Development and Implementation

TARGETS	**FY 2007**	Note: Components of the annual targets and results are presented in priority order for each particular Target and Result year. 1. Complete Integrated Logistics Management System (ILMS) integration with Global Financial Management System (GFMS) Phase 1. 2. Prepare to commence Overseas Deployment of ILMS Supply Chain Management components. 3. Integrate ILMS with key Department administrative systems. 4. Deploy common Assistance solution with Joint Assistance Management System (JAMS).
TARGETS	**FY 2006**	1. Complete domestic deployment of ILMS Asset Management. 2. Complete deployment of ILMS Transportation and Status Tracking. 3. Complete design and development of ILMS integration with GFMS Phase 1. 4. Develop and begin deployment of secure ILMS domestically. 5. Deploy Enterprise Performance Management (EPM) to domestic warehouses. 6. Conduct Overseas Pilots of selected ILMS Supply Chain Management components. 7. Complete a "proof of concept" for a common Assistance solution with USAID pursuant to JAMS.
RESULTS	2005	1. ILMS Asset Management 88% deployed in FY 2005, with full domestic deployment completed in December, 2005. 2. ILMS Transportation piloted in FY 2005 at Despatch Agency New York. 3. ILMS Ariba piloted in Consulate General Frankfurt and European Logistical Support Office; Diplomatic Pouch and Mail overseas pilot/deployment in Pretoria, Tunis, Buenos Aires, Florida Regional Center and Miami Courier Hub. 4. ILMS fully integrated with the Central Financial Management System.
RESULTS	2004	1. ILMS requisitioning/procurement module deployed to all bureaus domestically with two overseas pilots. 2. ILMS distribution module deployed to A/LM domestic warehouses. 3. ILMS Asset Management deployed for motor vehicle and Worldwide Property Accountability System (WPAS) inventory and piloted in two domestic bureaus. 4. ILMS fully certified and accredited. 5. ILMS Diplomatic Pouch and Mail module piloted at one overseas post.
RESULTS	2003	1. ILMS procurement module operational in four domestic bureaus (fully integrated with the Department's Central Financial Management System) and one overseas procurement facility. 2. ILMS Asset Management module piloted at one overseas post. 3. ILMS Diplomatic Pouch and Mail module fully deployed and operational at both the unclassified and classified pouch facilities.
RESULTS	2002	Design/development 50% complete; deployment strategy complete; initial implementation of diplomatic pouch and mail bar-code tracking system.
DATA QUALITY	Indicator Validation	ILMS, when fully implemented across the supply chain, will provide an integrated and enhanced logistics information and e-business platform for Department customers, stakeholders, and partners. For example, ILMS domestic user feedback indicates that ILMS has thus far contributed to reducing SA-32 pouch facility internal processing (cycle) time from 11 to 7 days (36%), which is increasing customer satisfaction worldwide.
DATA QUALITY	Data Source	ILMS Program Management Plan and Earned Value Management System.

I/P #18: Competitive Sourcing

Promote competition between the public and private sectors to enhance the State Department's capability to conduct its vital foreign policy mission while being effective and accountable stewards of the taxpayer's money.

Output Indicator

Indicator #1: Cost Savings or Cost Avoidance Generated through Competitive Sourcing

TARGETS	**FY 2007**	15% cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
	FY 2006	15% cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
RESULTS	2005	$9.8 million in cost avoidance from streamlined competitions. This amount represents approximately 18% of competed areas' baseline costs.
	2004	$6.2 million, predominantly in cost avoidance from streamlined competitions; this amount represents approximately 44% of competed areas' baseline costs.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	OMB Circular A-76 provides guidance on how to calculate the cost of government performance versus the cost of contractor performance. The 15% targets for FY 2006 and FY 2007 refer to the percentage of the cost of the contract(s) services being competed. Until a particular service that is being competed has been identified (and its base costs determined), there is no dollar amount that can be cited in lieu of a percentage.
	Data Source	Office of the Procurement Executive. Results of actual streamlined or standard competitions will provide cost differential information.

I/P #19: Performance-Based Contracting

Promote quality sourcing throughout the Department to ensure greater efficiency and impact. Contracts will include measurable performance standards, Quality Assurance and Surveillance Plan, and negative and positive incentives.

Input Indicator

Indicator #1: Percentage of Service Contract Dollars That are Performance-Based (Department-wide)

TARGETS	**FY 2007**	Meet or exceed Office of Management and Budget (OMB) government-wide established goal. (OMB goal not issued as of January 31, 2006).
	FY 2006	Meet or exceed OMB government-wide established goal.
RESULTS	2005	4.9% of service contract dollars were performance-based, against a goal of 40%.
	2004	15% of service contract dollars were performance-based, against a goal of 30%.
	2003	8% of service contract dollars were performance-based, against a goal of 30%.
	2002	Baseline: 16% of service contract dollars were performance-based, against a goal of 20%.
DATA QUALITY	Indicator Validation	Performance-based contracting is intended to provide more effective, innovative and efficient use of Department of State resources.
	Data Source	Manual evaluation of raw data from General Services Administration's Federal Procurement Data System-Next Generation, the Government-wide automated repository for procurement related information. Procurement Executive records.

I/P #20: Citizen-Centered Government

Use the Internet to promote mutual international understanding by publicizing the successes and benefits of U.S. Government international exchange programs, connecting with current and past exchange participants, and creating opportunities for online exchanges with those who are not able to travel on a program.

Outcome Indicator

Indicator #1: American Customer Satisfaction Index

TARGETS	**FY 2007**	72%
	FY 2006	70%
RESULTS	2005	American Customer Satisfaction Index (ACSI) rolling sample scores to date. The ACSI uses a rolling sample to produce scores. Each new 60 respondents replace the first set of 60 respondents in a statistically valid sample of 300. When the new sample comes in, the satisfaction scores are adjusted to reflect the latest information.
	2004	71% - Actual ACSI scores.
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	With increased attention to raising citizen's trust in government through initiatives like the Government Performance and Results Act (GPRA) and the President's Management Agenda, customer satisfaction measures help to hold agencies accountable for results, improve their operating performance, and provide balanced measures for senior executives.
	Data Source	ACSI

I/P #21: Interagency Strategic Communication

Strengthen interagency strategic communication through policy coordinating committees, the INFOCENTRAL information, guidance web portal and hosting of a fusion team for interagency information coordination on a day-to-day basis.

Output Indicator

Indicator #1: Percentage of Posts That Rate INFOCENTRAL as "Good" or "Excellent"

TARGETS	**FY 2007**	Continue to survey posts regarding the usefulness of international information programs, products and services. Target to be established.
	FY 2006	Continue to survey posts regarding the usefulness of international information programs, products and services. Establish baseline and targets.
RESULTS	2005	New performance indicator.
	2004	N/A
	2003	N/A
	2002	N/A
DATA QUALITY	Indicator Validation	As the distribution point for many international information products and as the Bureau of International Information Programs' (IIP) eyes and ears in the field, surveying posts about the usefulness of IIP programs, products and services is a valid method for assessing their quality and effectiveness.
	Data Source	Stratified random sampling will be used to sample posts for the survey, providing geographic representation, as well as including small and large posts. This method is accepted as a reliable way of selecting a representative sample.

V. Illustrative Examples

Management and Organizational Excellence	
Foreign Language Training	Through the end of FY 2005, FSI's School of Language Studies conducted, for Department personnel, 255,371 hours of training for 763 enrollments in Critical Needs Languages, including Arabic, Chinese, Korean, Russian, Ukrainian, Turkic Languages (Turkish, Azerbaijani, Kazakh, Kyrgyz, Turkmen, Uzbek), Indic Languages (Urdu, Hindi, Nepali, Bengali, Punjabi, Sinhala etc.), and Iranian Languages (Persian--Farsi, Dari, Tajiki; Pashto; Kurdish). FSI developed innovative options for more advanced language skill development through targeted overseas immersions and more focused offerings to meet specific needs, such as language media skills. FSI is strengthening "Continuing education" and non-traditional training offerings through short-term in-country "transition" immersions, initiatives for language training and immersions at posts, and growing development and delivery of distance language learning offerings, currently numbering 18 courses in 11 languages.
Targeted Security Enhancements	One of the Department's and USAID's highest priorities was to improve perimeter security at our most threatened posts to protect our employees and facilities against bomb-ladened vehicles. To mitigate this threat, USAID employed a variety of countermeasures including construction of perimeter walls and the installation of state-of the-art, anti-ram barriers. Other perimeter enhancements included increasing setback distances for USAID facilities by placing active and passive anti-ram barriers on adjacent streets or acquiring additional property. USAID also improved perimeter surveillance by modernizing and expanding closed-circuit television (CCTV) systems and installing explosive trace detection devices.
Global Information Technology Modernization	The Global Information Technology Modernization (GITM) initiative provided four-year life-cycle modernization upgrades and ensures that all core unclassified and classified systems remain state-of-the-art for all participating overseas posts and domestic offices. In FY 2005, GITM achieved the planned four-year life cycle goals in all measurement categories. These included: Reliability and Availability (100% of desktops met user requirements); Service Accessibility (100% of LANS had contingency infrastructure and automated recovery systems); Information and Technology Management (100% of critical threat and lock and leave posts moved to a modernized secure IT environment); and Quality (Enterprise Local Area Networks under configuration management were increased from 303 to 362).

V. Resource Detail

Table 1: State Appropriations by Bureau ($ Thousands)

Bureau (By Highest FY 2007 Request)	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Diplomatic Security	750,861	776,671	855,931
Administration	381,569	396,724	413,633
European and Eurasian Affairs	275,026	273,221	272,424
Other Bureaus	1,401,612	1,455,563	1,536,497
Total State Appropriations	**$4,904,712**	**$4,391,905**	**$4,618,014**

Table 2: Foreign Operations by Account ($ Thousands)

Title/Accounts	FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Title I - Export and Investment Assistance			
Export-Import Bank	-	-	-
Overseas Private Investment Corp	-	-	-
Trade and Development Agency	-	-	-
Title II - Bilateral Economic Assistance			
USAID	443,528	531,269	461,713
Global HIV/AIDS Initiative	-	-	-
Other Bilateral Economic Assistance	127,258	6,803	10,927
Independent Agencies	3,770	4,554	4,545
Department of State	-	-	-
Department of Treasury	-	-	-
Conflict Response Fund	-	-	-
Millennium Challenge Account	-	-	-
Title III - Military Assistance			
International Military Education/Training	-	-	-
Foreign Military Financing	-	-	-
Peacekeeping Operations	-	-	-
Title IV - Multilateral Economic Assistance			
International Development Association	-	-	-
International Financial Institutions	-	-	-
International Organizations/Programs	-	-	-
Total Foreign Operations	**$574,555**	**$542,626**	**$477,185**
Grand Total	**$5,479,267**	**$4,934,531**	**$5,095,199**

Appendices

State PART Programs – Scores and Improvement Plans

Recent results from OMB PART reviews are summarized below in order of score (highest to lowest).

Educational and Cultural Exchange Programs in Near East Asia and South Asia

These programs help to increase mutual understanding and respect by managing exchanges that promote personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting US history, society, art and culture to overseas audiences.

Score: 98 **Performance:** Effective

Improvement Plan

- Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the greatest short and long term impacts.
- Developing an overarching US Government Public Diplomacy Strategic Plan.

Lead Organization: ECA

Capital Security Construction Program

The purpose of the Capital Security Construction Program is construct secure, safe, and functional facilities for U.S. Diplomatic and Consulate Missions abroad. Program activities include planning, programming, design, and construction of new embassy and consulate compounds.

Score: 97 **Performance:** Effective

Improvement Plan

- Establishing new more challenging goals that focus on continual improvement.
- Developing cost containment strategies for New Embassy and Consulate operating costs.
- Ensuring that all New Embassy Compounds are sized based on rightsizing reviews and staffing levels.

Lead Organization: OBO

Global Educational and Cultural Exchanges

This program manages exchange programs that help increase mutual understanding and respect by promoting personal, professional, and institutional ties between private citizens and organizations in the United States and abroad, as well as by presenting US history, society, art and culture to overseas audiences.

Score: 97 **Performance:** Effective

Improvement Plan

- Developing an overarching USG Public Diplomacy Strategy.
- Determining if current programs are the most effective to reach target audiences and ensuring that those targeted are the most influential to make the greatest impacts.

Lead Organization: ECA

Security Assistance to Sub-Saharan Africa

The US provides a wide range of military assistance to select Sub-Saharan Africa countries including equipment, services, and training. This assistance promotes peace and stability, develops indigenous African peacekeeping and humanitarian response capabilities, and creates more professional African militaries.

Score: 97 **Performance:** Effective

Improvement Plan

- Evaluating and refining the performance measure for these programs to ensure that they provide useful information to inform management, budget and policy decisions.
- Improving links between the budget request and accomplishment of performance goals.
- Instituting performance metrics for expansion of global peacekeeping training.

Lead Organization: AF

Migration and Refugee Assistance – Protection and Durable Solutions

The United States aims to protect refugees, conflict victims, and internally displaced persons through contributions to the International Committee of the Red Cross and the United Nations High Commissioner for Refugees. Voluntary return, local integration, and resettlement are the primary long-term solutions for refugees.

Score: 96 **Performance:** Effective

Improvement Plan

- Improving and standardizing the program's budget presentation documents to ensure that budget requests are clearly linked to program goals and performance measures.
- Reviewing the findings of the 2006 Inspector General's review of the Bureau and address any areas for improvement identified for the protection and durable solutions program.
- Reexamining the annual measures with the goal of improving the ability to track progress toward the long term durable solutions goal.

Lead Organization: PRM

United Nations High Commissioner for Refugees

The United States' contribution to the United Nations High Commissioner for Refugees is a major component of the State Department's comprehensive response to the protection and assistance needs of refugees.

Score: **96** Performance: **Effective**

Improvement Plan

- Supporting the protection activities and initiatives of the High Commissioner for Refugees.
- Finalizing implementation of the new financial management and supply chain system.

Lead Organization: PRM

Migration and Refugee Assistance – Other Population, Refugees and Migration Programs

This program addresses refugee and migration needs by providing funding to non-governmental organizations and the International Organization for Migration. Protection from gender-based violence and trafficking in persons are high priorities in this program area. This program is designed to complement assistance efforts by the United Nations High Commissioner for Refugees and the International Committee of the Red Cross. The program protects and assists refugees, victims of conflict, internally displaced persons, and vulnerable migrants, including victims of human trafficking.

Score: **93** Performance: **Effective**

Improvement Plan

- Expanding formal monitoring and evaluation of programs for priority activities.
- Improving presentation of budget information to include stronger links between NGO funding levels and anticipated program performance in protection, assistance, and durable solutions.

Lead Organization: PRM

Humanitarian Demining

The U.S. Humanitarian Demining Program provides landmine awareness and mine clearance training and assistance with the goal of helping foreign mine-affected nations develop indigenous mine action capabilities.

Score: **93** Performance: **Effective**

Improvement Plan

- Supporting an expanded humanitarian demining program while working to further refine performance measures.
- Developing an efficiency measure for the program.
- Tying resource requests to anticipated performance targets.

Lead Organization: PM

South Asia Military Assistance

The U.S. provides a wide range of military assistance to countries in South Asia including equipment, services, and training. This assistance promotes peace and stability, develops security forces and creates more professional militaries, and promotes respect for human rights. The program addresses the two principal threats to U.S. national security in South Asia: terrorism and regional instability. Security Cooperation Plans are created and maintained for this program to build specific military capabilities of friendly countries and establish military relationships that serve U.S. interests.

Score: 93 **Performance:** Effective

Improvement Plan

- Incorporating military assistance plans for South Asia countries within the budget justification for security assistance programs.
- Reviewing South Asia military assistance planning for best practices that can be applied to performance and budgetary planning for assistance to other regions of the world.

Lead Organization: SA

Visa and Consular Services

The program protects US citizens in US and abroad and safeguards US borders through programs, processes and systems. Consular Affairs administers laws, formulates regulations and implements policies relating to the adjudication of visa and passport applications and a broad range of consular services provided to US citizens.

Score: 92 **Performance:** Effective

Improvement Plan

- Implementing new surcharges to address shortfalls in fee revenues and to pay for initiatives.
- Implementing e-passport and developing travel document options in consultation with other relevant agencies.

Lead Organization: CA

Worldwide Security Upgrades

This program supports US foreign policy objectives by providing a secure work environment through the protection of American lives, property and information overseas and domestically from attacks by foreign terrorist and other harmful entities.

Score: 92 **Performance:** Effective

Improvement Plan

- Presenting resource requests in a complete and transparent manner; and linking resources to program activities.
- Reviewing on-going versus new programs and initiatives in relation to the budget in order to improve prioritization.
- Providing budget and performance information in a timely way to decision-makers.

Lead Organization: DS

Humanitarian Migrants to Israel

The program provides assistance for resettlement in Israel of humanitarian migrants from the former Soviet Union, countries in Eastern Europe, Africa, and the Near East, and other countries of distress. The program consists of a grant to the United Israel Appeal, which is renegotiated annually.

Score: 91 **Performance:** Effective

Improvement Plan

- Strengthening long-term and annual targets to ensure continued improvements in efficiency and effectiveness.
- Maintaining funding level in 2007 despite historically low levels of migrants in order to expedite the migration of Ethiopians.

Lead Organization: PRM

Contribution to the United Nations Development Programme

Through the United Nations Development Programme (UNDP), the U.S. Government participates in United Nations activities to promote development. The U.S. belongs to the 36-country Executive Board that oversees UNDP. UNDP programs assist developing countries' economic and social development, including reducing poverty and promoting democratic governance. UNDP also provides funding and coordination for UN development activities.

Score: **91** Performance: **Effective**

Improvement Plan

- Promoting results-based management in UNDP meetings, especially to get country data in addition to overall global data, and monitoring progress toward the goals and targets in the performance plan.
- Justifying requested funding for the program on the basis of achieved results.

Lead Organization: IO

Export Control Assistance

The Export Controls program and related border security assistance seek to stop the illegal shipment of weapons and dangerous materials by building effective export control systems in foreign countries. Assistance focuses on helping countries create and enforce laws and regulations improving border security. 25 offices overseas provide program oversight and coordinate export control efforts, ensuring the effective use of US provided equipment and assessing country progress toward export control goals.

Score: 90 **Performance:** Effective

Improvement Plan

- Reviewing methods for determining country priorities and incorporating the results of an independent evaluation to further assess the country program needs.
- Meeting key targets and setting new objectives for future years.
- Refining budget submissions to tie funding requests to specific measures of progress in key countries.

Lead Organization: ISN

Security Assistance for the Western Hemisphere

Security assistance to the Western Hemisphere includes grants to purchase U.S. military equipment, services, and training. These programs strengthen military and political reform, promote ties between military forces, promote counter-drug efforts, and support overall U.S. security goals and objectives. The program has reduced instability caused by illicit drug production and terrorism. For example in Colombia, military assistance has enabled the Government of Colombia to make substantial progress in its unified campaign against terrorist groups including success in greatly reduced attacks against the Cano Limon pipeline in Colombia, contributing to Colombia's energy security.

Score: **90** Performance: **Effective**

Improvement Plan

- Proposing security assistance funding levels that enable more robust counter-drug programs in Colombia and the Andean region and that promote regional personnel exchanges.
- Refining performance goals and evaluating new and ongoing programs.
- Coordinating annual budgets between the State and Defense Departments to develop more specific long-term goals with timeframes.

Lead Organization: WHA and PM

Nonproliferation and Disarmament Fund

The Nonproliferation and Disarmament Fund funds carefully selected projects that seek to halt the proliferation of nuclear, radiological, biological and chemical weapons; destroy existing weapons of mass destruction and related sensitive materials; and control and secure dangerous materials.

Score: **89** Performance: **Effective**

Improvement Plan

- Transitioning management of export control software developed initially using program funds (one-time project) to the Export Control and Border Security Assistance Program for long-term support.
- Evaluating long-term performance measures and working to ensure that all projects approved for program funding meet cost, schedule and performance goals.
- Improving efficiency by decreasing the ratio of administrative costs to overall program level below five percent.

Lead Organization: ISN

Support for East European Democracy/Freedom Support Act

The Office of the Coordinator of U.S. Assistance to Europe and Eurasia is responsible for strategic planning, budgeting, and performance measurement for U.S. Government assistance to the Central and Eastern European and Eurasian countries intended to promote democratic, economic and other types of reform.

Score: **88** Performance: **Effective**

Improvement Plan

- Using performance information to support budget requests.
- Implementing recommendations of a recently conducted evaluation, including further clarifying and communicating the Coordinator's mandate and improving relations with implementing agencies.
- Finalizing guidance to address issues of coordination, oversight of performance, and resource allocation and disseminating to all involved in U.S. assistance to Europe and Eurasia.

Lead Organization: EUR

Non-Security Embassy Construction Program

The purpose of the non-security capital construction program is to construct secure, safe, and functional facilities for U.S. Diplomatic and Consulate Missions abroad. Program activities include planning, programming, design, and construction of New Embassy and Consulate Compounds (NECs).

Score: 86 **Performance:** Effective

Improvement Plan

- Eliminating the Non-Security Construction in order to reduce redundancy. The program will evolve into a new program called the Strategic Capital Program but is still in the planning stages.

Lead Organization: OBO

Contributions for International Peacekeeping Activities

The Contributions for International Peacekeeping Activities account funds the U.S. Government's share of United Nations (UN) peacekeeping missions. The UN Security Council, of which the US is a member, approves new missions when there is a need to maintain international peace and security. The program is achieving its ambitious goals. Using the most recent data available, this program has met or exceeded its US government targets, both efficiency and outcome.

Score: **86** Performance: **Effective**

Improvement Plan

- Working with the UN Department of Peacekeeping Operations and member states to ensure that peacekeeping missions focus on more efficient ways of achieving its goals.

Lead Organization: IO

Refugee Admissions to the U.S.

The program provides refugees of special humanitarian concern to the US the opportunity to resettle in the United States. Through non-governmental and international organizations, the program assists refugees through the overseas admission process as well as through acclimation to life in the U.S.

Score: 86 **Performance:** Effective

Improvement Plan

- Working with Congress to increase the budget for this program in order to continue increasing the number of refugees resettled in the United States.
- Aligning the budget request with the establishment of the annual ceiling for refugee admissions.

Lead Organization: PRM

Anti-Terrorism Assistance

The Anti-Terrorism Assistance program builds the capacity of key countries abroad to fight terrorism; establishes security relationships between US and foreign officials to strengthen cooperative anti-terrorism efforts; and shares modern, humane and effective anti-terrorism techniques.

Score: 85 **Performance:** Effective

Improvement Plan

- Pursuing efforts to increase the efficacy and efficiency of the program such as expanding in-country training programs in countries critical to the U.S. counter-terrorism effort.
- Using a formal needs assessment program and country rating system to inform budget development and justifications.
- Improving and further integrating performance measures into budget documents and institutionalize tracking and reporting of progress against performance measures.

Lead Organization: S/CT

Terrorist Interdiction Program

The Terrorist Interdiction Program provides foreign governments with a secure database system that enables border control officials to quickly identify and detain or track suspect persons seeking to cross their borders and collect, compare, and analyze traveler data.

Score: **85** Performance: **Effective**

Improvement Plan

- Taking further action to tie funding requests to key indicators of the program.
- Improving coordination with other complementary US Government programs to ensure that a comprehensive approach is pursued to address a host nation's border control vulnerabilities.
- Evaluating system performance and requesting funding as necessary to improve the ability of the system to analyze traveler information.

Lead Organization: S/CT

Organization for Security and Cooperation in Europe Programs

The Bureau for European and Eurasian Affairs provides U.S. contributions to the Organization for Security and Cooperation in Europe to promote democracy and human rights and improve security (including economic, environmental and political-military aspects) in the independent states of the Former Soviet Union and southeastern Europe.

Score: 83 **Performance:** Moderately Effective

Improvement Plan

- Ensuring that managers and program partners are held accountable for key program results.
- Prioritizing funding for this activity within an appropriate account.

Lead Organization: EUR

Military Assistance to New NATO and NATO Aspirant Nations

The program provides U.S. military equipment, services, and training to the governments of countries that have recently joined or been offered membership in the North Atlantic Treaty Organization (NATO) including the Czech Republic, Hungary, Poland, Estonia, Latvia, Lithuania, Bulgaria, and Romania.

Score: 80 **Performance:** Moderately Effective

Improvement Plan

- Pressing new and aspirant NATO nations that are lagging on defense reform efforts to make necessary improvements.
- Ensuring that all Allies possess the military capabilities required for future NATO Alliance operations.

Lead Organization: EUR

Nonproliferation of Weapons of Mass Destruction Expertise

The Nonproliferation of Weapons of Mass Destruction Expertise program seeks to redirect the work of former WMD scientists and technicians in the former Soviet Union and elsewhere from efforts that might harm the US toward peaceful and economically sustaining work. The program has been an instrumental part of US Government efforts aimed at preventing the proliferation of WMD technology to other nations by former weapons scientists in the former Soviet Union.

Score: 79 **Performance:** Moderately Effective

Improvement Plan

- Reviewing mechanisms to monitor the impact of the program on scientist attitudes regarding potential proliferation of expertise.
- Reviewing the feasibility of long-term tracking of participating scientist activities to demonstrate long-term program success.
- Engaging Russia and other countries to ensure program continuity and success, and expanding the program to new countries of concern such as Iraq and Libya.

Lead Organization: ISN

President's Emergency Plan For AIDS Relief: Focus Countries

The purpose of the President's Emergency Plan for AIDS Relief, a five year, $15 billion initiative, is to turn the tide against the global AIDS pandemic. The focus country effort is to increase national HIV/AIDS treatment, care and prevention programs in 15 nations of the world where the need is most urgent.

Score: **73** Performance: **Moderately Effective**

Improvement Plan

- Implementing a system to capture expenditures by country.
- The Office of the Global AIDS coordinator is urged to undertake an internal review of budget allocations to focus countries based on performance data and pipeline capacity.

Lead Organization: S/GAC

Protection of Foreign Missions and Officials

This program ensures the physical protection of visiting dignitaries to the United States. It is the only United States Government program that reimburses law enforcement for Extraordinary Protection services to foreign dignitaries and diplomats currently working in or visiting the United States.

Score: **72** Performance: **Moderately Effective**

Improvement Plan

- Providing more consistent data for measures.
- Linking budget requests to expected performance and outcomes.

Lead Organization: DS

Economic Support Fund for the Western Hemisphere

The Economic Support Fund programs of the Department of State in the Western Hemisphere region work to strengthen democratic institutions, civil society, and trade capacity building, to aid in the resolution of regional conflicts, and to assist nations faced with difficult economic and political crises. The program has clear long-term targets for reducing corruption, expanding basic freedoms, and improving economic conditions, while also maintaining the ability to respond to new and unforeseen economic and political developments in the region.

Score: **71** Performance: **Moderately Effective**

Improvement Plan

- Improving coordination between State Department and Agency for International Development in the Western Hemisphere in increase effectiveness and accountability for results.
- Applying the Western Hemisphere's model of developing ambitious long-term targets to the remaining regional bureaus.
- Analyzing results and performance data to more clearly inform the development of budgets for the region, subsequent budget justifications, and public reports.

Lead Organization: WHA

Economic Support Fund - Human Rights and Democracy Fund

The Human Rights and Democracy Fund provides small grants to non-governmental organizations to help fulfill the Department of State's mandate to monitor and promote human rights and democracy worldwide. The program targets its grants to support and complement the Department of State's regional and country strategies, and coordinates effectively with other programs to prevent duplication of effort.

Score: **67** Performance: **Adequate**

Improvement Plan

- Refining performance goals to better reflect the program's purpose in supporting U.S. policy priorities to improve the protection of human rights and the strengthening of democratic institutions.
- Using the findings of independent evaluations and internal performance data to inform resource allocation.

Lead Organization: DRL

Interagency Cooperative Administrative Support Services

This program is a voluntary shared administrative services platform for agencies at US diplomatic facilities overseas. The purpose of program is to provide quality, cost-effective administrative support services through a shared-services, full-cost recovery system. The State Department is the principal service provider.

Score: **65** Performance: **Adequate**

Improvement Plan

- Developing individual performance targets for the program service providers that contribute to meeting overall performance goals.
- Developing specific management strategies and tools to assist service providers in meeting individual and overall global performance targets.
- Working with State Department and customer agencies to develop a business case analysis format for agencies to justify the self provision of services that could be duplicative of this program.

Lead Organization: RM

President's Emergency Plan For AIDS Relief: Global Fund

The Global Fund is an international effort to manage and disburse resources to reduce infections, illness and death from AIDS, tuberculosis (TB) and malaria. The United States contributes to this multilateral effort to address these diseases and to encourage other countries to increase their contributions.

Score: **65** Performance: **Adequate**

Improvement Plan

- Working with the Global Fund Secretariat and other donor countries to develop annual performance measures that demonstrate the Fund's impact and capture data reportedly collected by each grantee.
- Improving the Global Fund's financial management practices.

Lead Organization: S/GAC

Contributions to International Fisheries Commissions

The State Department makes contributions and coordinates US input to several international fisheries commissions and related organizations. These commissions protect and allocate fishing rights, advance marine science, maintain and improve the well-being of coastal communities, and protect natural habitats.

Score: **59** Performance: **Adequate**

Improvement Plan

- Developing and improving the program-wide measures that apply to all commissions, in order to evaluate the effectiveness of the total US contribution to international fisheries commissions.
- Working to increase the independence and increase the transparency of the constituent advisory committees, such as by changing the implementing legislation for the commissions.
- Soliciting independent evaluations of sufficient scope, quality, and regularity to analyze the impact of the fisheries program and inform program improvement.

Lead Organization: OES

Economic Support Fund for Africa

The Economic Support Fund programs of the Department of State in Africa support US foreign policy goals in the region by strengthening democratic institutions, helping nations recover from conflict, and promoting economic stability, trade and investment.

Score: **58** Performance: **Adequate**

Improvement Plan

- Developing annual performance measures to assess the effectiveness of democracy-building activities.
- Initiating more frequent independent evaluations of specific activities within the program to help inform management decision-making, strategic planning and budgeting.
- Making better use of performance data to inform management decision-making, strategic planning and resource allocation.

Lead Organization: AF

President's Emergency Plan For AIDS Relief: Other Bilateral Programs

The President's Emergency Plan for AIDS Relief's Other Bilateral Programs work to increase the quality and capacity of national HIV/AIDS prevention, treatment, and care programs in up to 90 countries (outside the 15 focus countries) as part of the U.S. Government's effort to turn the tide against the Global AIDS epidemic.

Score: **58** Performance: **Adequate**

Improvement Plan

- Completing implementation of USAID's new financial management.
- Providing an aggressive target for the program's long-term measure.

Lead Organization: S/GAC

Public Diplomacy

These programs articulate the foreign policy objectives of the US and create an international environment receptive to US interests through exchanges, training and outreach activities. Public Diplomacy also provides US policy-makers with information about how the US and its actions are perceived abroad.

Score: **56** Performance: **Adequate**

Improvement Plan

- Developing an overarching US Government strategic public diplomacy plan.
- Determining if current programs are most effective to reach target audiences and ensuring that those targeted are the most influential to make the greatest impact.
- Presenting resource needs in a complete and transparent manner; and linking resource needs clearly to program activities.

Lead Organization: R

International Narcotics Control and Law Enforcement Programs, Africa/Asia

This program curbs the impact of international drug traffickers and other crime groups in Asia and Africa on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.

Score: **53** Performance: **Adequate**

Improvement Plan

- Developing a long-term measure for the criminal justice component and annual measures to track progress toward this goal.
- Reconfiguring the State Department's performance report for crime and drugs to better reflect International Narcotic and Law Enforcement program functions.
- Linking annual funding requests for each component of the program to relevant program goals and updating annual performance goals as necessary to ensure they remain ambitious.

Lead Organization: INL

International Narcotics Control and Law Enforcement Programs, Western Hemisphere

This program curbs the impact of international drug traffickers and other crime groups in this hemisphere on the United States and our allies. The program disrupts the overseas production and trafficking of illicit drugs; coordinates international law enforcement activities; and facilitates stable criminal justice systems.

Score: **53** Performance: **Adequate**

Improvement Plan

- Contracting for an independent evaluation of key assistance activities. The evaluation will examine the program's mixed results and lead to corrective actions.
- Ensuring that the new financial management system can track and report information needed to make effective strategic planning and funding decisions.
- Linking funding requests for each component of the program to program goals and updating program measure targets as necessary to reflect recent program performance.

Lead Organization: INL

Andean Counterdrug Initiative

The program helps partner governments in the Andean region of South America to fight the illicit drug industry. It combines drug eradication, interdiction, alternative development, and rule of law programs in drug producing and transit countries to reduce the impact of the illegal drug trade in the hemisphere. The program is on track to meet or exceed its goals for reducing cocaine production and interdicting drug shipments from the Andean region. For example, in 2004, the program reduced coca cultivation by approximately 30,000 hectares.

Score: **52** Performance: **Adequate**

Improvement Plan

- Developing annual goals that show how the program is helping foster alternative ways for communities and families to earn a living outside the illicit drug trade.
- Ensuring that the International Narcotic and Law Enforcement Bureau's new financial management system can track and report information to make effective strategic planning and funding decisions.
- Linking funding requests for each aspect of the program to overall program goals.

Lead Organization: INL

International Information Programs

These programs, products and services work to counteract negative perceptions of the U.S. and build understanding between the U.S. and international audiences. They deliver America's message to the international media, government officials, opinion leaders and the public in more than 140 countries in seven languages.

Score: **50** Performance: **Adequate**

Improvement Plan

- Presenting resources in a complete and transparent manner and linking them to program activities.
- Determining if current programs are most effective to reach target audiences and assuring that those targeted are the most influential to make the strongest impacts.
- Developing an overarching US Government strategic PD plan to ensure that all programs are coordinated, effective and utilize resources efficiently.

Lead Organization: IIP

PART Program Efficiency Measures

The President's Management Agenda (PMA) encourages agencies to develop efficiency measures to monitor the administrative cost of achieving a given outcome or output. Viewed in context with a range of output and outcome indicators, efficiency measures provide a more complete picture of program performance and help program managers decide where to invest time and effort. This section highlights the importance of efficient program administration and presents selected efficiency trends for Department of State PART programs from FY 2004 to FY 2007. A comprehensive review of efficiency measures, including both those developed for the PART in consultation with OMB and those developed internally by non-PART program managers, is delivered regularly to OMB via quarterly reporting.

Humanitarian Migrants to Israel *(FY 2004 PART)*

Reduction in Time Migrants from the Former Soviet Union Stay at Absorption Centers					
Results			Targets		
2002	2003	2004	2005	2006	2007
N/A	Baseline: Average stay: 601 days or $8,041	467 days or $ 6,248 (a 25% reduction)	2% reduction in average cost or $6,123	2% reduction in average cost or $6,000	2% reduction in average cost or $5,880

Refugee Admissions to the U.S. *(FY 2004 PART)*

Total Average Cost Per Refugee Arrival in the U.S.					
Results			Targets		
2002	2003	2004	2005	2006	2007
Baseline: $4,445 per refugee arrival in U.S.	$4,428 per refugee arrival in U.S.	$3,533	$3,700	$3,600	$3,500

Border Security *(FY 2004 PART)*

Number of Days Between Receipt of Routine Passport Application and Issuance of a Passport					
Results			Targets		
2002	2003	2004	2005	2006	2007
N/A	Baseline: 90% of passport applications within 23 business days of receipt	90% of passport applications within 21 business days of receipt	90% of passport applications within 19 business days of receipt	90% of passport applications within 19 business days of receipt	90% of passport applications processed to issuance within 19 business days of receipt.

Support for East European Democracy/Freedom Support Act *(FY 2005 PART)*

Administrative Costs as a Percent of All Assistance Coordinated by the Assistance Coordinator for Europe (ACE)					
Results			Targets		
2002	2003	2004	2005	2006	2007
N/A	Baseline: 0.2% of all assistance coordinated by ACE	0.2% of all assistance coordinated by ACE	0.2% of all assistance coordinated by ACE	0.2% of all assistance coordinated by ACE	0.2% of all assistance coordinated by ACE

Terrorist Interdiction Program (TIP) *(FY 2005 PART)*

TIP Installations Completed/Yearly Appropriations (in Millions)				
Results			Targets	
2002	2003	2004	2005	2006
N/A	Installations: 6 Appropriation: $5M	Installations: 6-7 Appropriation: $5m	Installations: 6-7 Appropriation: $5m	Installations: 8-10 Request: $7.5m *Measure revised to reflect lowered final budget request (target changed from 17-19/$15m beginning in 3Q 2005)

United Nations High Commissioner for Refugees (UNHCR) *(FY 2005 PART)*

UNHCR Inventory Control: Value of Non-expendable Items Procured in Proportion to the Total Value of Recorded Non-expendable Property Procured					
Results				Targets	
2001	2002	2003	2004	2005	2006
Baseline: 2.1:1 Ratio A:B, where A= $24.9m and B= $11.9m	2.4:1 (headquarters) Ratio A:B, where A=$36.2m, and B=$14.8m	1.8:1 (headquarters) Ratio A:B, where A=$38.7, and B=$21.8m	1.5:1 (headquarters) Ratio A:B, where A=$2.3m, and B=$1.5m	Tracking items procured at headquarters, the ratio is 1.5:1	Tracking items procured at headquarters, the ratio is 1.5:1

Explanation: The amount of new procurements recorded should equal the amount procured in any year. Currently, the level is approximately 6:1. The procurement database at Headquarters is not linked to the asset tracking databases in 130 field offices, so data has to be manually entered twice – once as procured at HQ and again in the field. It is a time-consuming process that, too often, is not carried out in the field. MSRP will connect those databases, decreasing the amount of data that the field office is required to enter, thereby encouraging better performance.

Headquarters procures about 25% of all non-expendable items for the agency, much of which is deployed directly to the field. This indicator will be applied to headquarters procurement only until the MSRP is deployed to the field, which should be completed by the end of 2005. At that time, the indicator will be expanded to include UNHCR field office procurement (25% of total), as well as procurement done for UNHCR by implementing partners (approximately 50% of total procurements at present).

The measure is calculated as follows: "A" = FY HQ Non-Expendable Procurements
"B" = FY HQ Non-Expendable Inventory

[1] UNHCR prepares calendar-year financial statements.

Contributions for International Peacekeeping Activities *(FY 2006 PART)*

Total Assessed UN Peacekeeping Mission Expenditures Divided by the Total UN Peacekeeping Mission Staff				
Results			Targets	
2003	2004	2005	2006	2007
$43,400	$42,400	$41,400.	$40,400	$39,400
Once the United States pays its assessed contributions, it no longer has direct control of the use of those funds. The only efficiency that can be measured is thus that of the United Nations itself in its peacekeeping activities. Because of the great variance among the active peacekeeping missions, an aggregate measure has been chosen. The measure may be skewed at times by the inherent inefficiencies of starting up new missions, and will also be subject to dollar inflation and exchange rate variations. The two figures chosen as factors for this calculation are available as statistics produced by the UN Department of Peacekeeping Operations, the Advisory Committee on Adminstrative and Budgetary Questions, and the Fifth Committee of the UN General Assembly.				

Andean Counterdrug Initiative *(FY 2006 PART)*

Cost per Hectare Sprayed				
Results			Targets	
2003	2004	2005	2006	2007
$ 390.90	$ 395.00	$ 399.00	$ 391.00	$ 375.00

Migration and Refugee Assistance - Other PRM Programs *(FY 2007 PART)*

Efficiency of Managing NGO projects, Measured by the Average Amount of Time Between Receipt of Project Proposal or Deadline of Submission and Funding Action (Working Days)				
Results			Targets	
2003	2004	2005	2006	2007
N/A	Baseline: Abacus database system developed & implemented	55 working days	53 working days	50 working days

Foreign Military Financing – South Asia *(FY 2007 PART)*

Ratio of Administrative Costs to Program Costs				
Results			Targets	
2003	2004	2005	2006	2007
N/A	Baseline: 0.14%	0.12%	0.11%	0.10%

International Cooperative Administrative Support Services (ICASS) *(FY 2007 PART)*

Ratio of Direct Hire American Customers to Direct Hire American Service Providers				
Results		Targets		
2004	2005	2006	2007	2008
15.6:1	15.9:1	16:1	16.5:1	17.0:1

USAID PART Programs – Scores and Improvement Plans

Operating Expenses and Capital Investment Fund (OE/CIF)
The Operating Expense (OE) and Capital Investment Fund (CIF) pay most of the operating expenses of the United States Agency for International Development (USAID) so that it can administer the foreign assistance programs authorized by the Foreign Assistance Act of 1961. OE and CIF ensure a high quality workforce supported by modern and secure infrastructure and operational capabilities.
Score: 81 **Performance:** Moderately Effective

Improvement Plan

- Continue to develop and operationalize meaningful performance measures and utilize them in the management of agency operations. This will include ensuring that operating units and their managers are held accountable for results through regular reviews and performance reporting, and that the use of performance data becomes a routine part of making resource allocation decisions.
- Focus reform efforts on increasing the effectiveness and efficiency of agency operations, including continuing to develop capability to take advantage of further regionalization, centralization, cross-servicing, or other alternative approaches to the bi-lateral model of program delivery.
- Implement comprehensive analysis-based workforce planning process encompassing USDH and non-USDH position funded by trust, program, or OE. Use results from the performance management plan to make key human capital program decision and to drive improvements.

Lead Organization: M

Office of Transition Initiatives
The Office of Transition Initiatives (OTI) mission is to help local partners advance peace and democracy in priority conflict-prone countries. Seizing critical windows of opportunity, USAID works on the ground to provide fast, flexible, short-term assistance targeted at key transition needs.
Score: 82 **Performance:** Moderately Effective

Improvement Plan

- Ensure that these programs remain short-term in nature. In general, programs should be financed by Agency's missions abroad with other funding or by other organization or ended after two years.
- Continue to monitor OTI's coordination/cooperation with related offices and programs—including the Bureau of Democracy, Human Rights, and Labor at the Department of State and the Office of Conflict Management and Mitigation at USAID—to ensure that there is non duplication of effort or overlap.
- Improve performance measures where possible to better track the effectiveness and sustainability of the Office's programs on advancing democracy and peace.

Lead Organization: OTI

USAID Development Assistance – Population
The purpose of the program is focused principally on reducing unintended pregnancy and improving reproductive health by increasing the use of voluntary family planning. The program also makes substantial contributions to reducing maternal mortality due to unintended pregnancy and abortion and to reducing infant and child mortality through birth spacing.
Score: 76 **Performance:** Moderately Effective

Improvement Plan

- Continue to provide resources at the 2003 request level of $425 million.
- Take steps to better align resource allocations with country needs through new performance budgeting efforts.
- Use the budget allocation model to rank countries globally rather than within regions for priority family planning and reproductive health funding. Present how the allocation model has impacted decisions in future Child Survival and Health budget requests to OMB.
- Complete graduation criteria and design/implement graduation strategies for countries receiving family planning and reproductive health funding within reach of the criteria.

Lead Organization: GH

USAID Climate Change
USAID's Climate Change Program's mission is to promote sustainable development that minimizes the associated growth in greenhouse gas emissions and reduces vulnerability to climate change. The program supports activities to decrease the rate of growth in net greenhouse gas (GHG) emissions by decreasing GHG sources and maintaining or increase GHG sinks; increase developing and transition country participation in the UN Framework Convention on Climate Change (UNFCCC); and decrease developing and transition country vulnerability to the threats poses by climate change.
Score: 69 **Performance:** Adequate

Improvement Plan

- Focusing funding on priority areas in the short-term: specifically, the high priority geographic and programmatic areas that would support the Administration's Climate negotiating team.
- Developing a new strategic plan for this program to include more short and long-term goals for this program.
- Soliciting or implementing regular reviews of this program's performance and effectiveness.

Lead Organization: EGAT

Public Law 480 Title II Food Aid
USAID's goal is to increase the impact of food aid in reducing hunger and food insecurity. Strategic Objective (SO) of Title II emergency food aid is to meet critical food needs of targeted groups. The purpose of the Title II development (non-emergency) food aid program is to increase food security for vulnerable populations. This has been translated into the process-oriented SO of Title II development food aid to increase the effectiveness of Food for Peace (FFP) partners in carrying out Title II development activities with measurable results related to food security with a primary focus on household nutrition and agricultural productivity.
Score: 69 **Performance:** Adequate

Improvement Plan

- Ensuring that emergency and development food aid are directed towards the highest priority needs and that contingency planning allows this program to address unanticipated needs throughout the year. Address flexibility by implementing better contingency planning for emergency needs that arise late in a fiscal year.
- Take steps to better integrate food security issues and food aid into overall Agency planning in Washington and at its missions abroad and with donors, including addressing rood causes of famine.
- Improve performance measures that incorporate implementation of programs by USAID's non governmental partners, such as private voluntary organizations. These improvements include developing new indicators for food security that encompass both emergency and development food aid programs as well as tracking across-the-board progress in countries and overall.
- Implement changes to improve efficiency and continue other (such as for monetization).

Lead Organization: DCHA

Development Credit Authority (DCA)
The Development Credit Authority provides loan guarantees to private sector financial institutions to promote sustained economic growth and poverty reduction in developing countries by increasing private-sector lending to underserved, creditworthy borrowers. In addition, DCA advances sector-specific USAID development objectives, such as improved public health, enhanced infrastructure, or increased access to education.
Score: 87 **Performance:** Moderately Effective

Improvement Plan

- Working to implement improved financial and accounting management procedures and increase the efficiency and effectiveness of the tool.
- Incorporating the findings of its independent evaluations into its project development and monitoring plans to improve program effectiveness.

Lead Organization: EGAT/DCA

Child Survival and Health (CSH - Africa)
The Child Survival and Health programs in Africa have a broad-based mission to foster a healthier African population and to increase the effectiveness of African institutions. The Africa Bureau has several key priority health areas. These have remained relatively consistent over time, both in the recent past and going forward in the new Africa Framework. They include HIV/AIDS, family planning and reproductive health, child survival and maternal health, and malaria and other infectious disease.
Score: 68 **Performance:** Adequate

Improvement Plan

- No plans have been provided by OMB.

Lead Organization: AFR

International Disaster and Famine Account (IDFA)
The President has designated the USAID Administrator as the Special Coordinator for International Disaster Assistance. The disaster assistance program is implemented through the Office of Foreign Disaster Assistance (OFDA) and channeled through a range of U.S. nongovernmental organizations (NGOs), international organizations, United Nations agencies, USAID field missions, other U.S government agencies, universities, and institutional contractors. OFDA also utilizes various interagency agreements with several other U.S. Government entities. OFDA's mandate is to save lives and reduce suffering of those affected by natural or man-made disasters and complex emergencies. OFDA seeks to assist beneficiaries in a timely manner to avert further suffering and death and to help victims restore their livelihoods and reduce dependency on assistance.
Score: 72 **Performance:** Adequate

Improvement Plan

- Better integrating assistance needs in protracted emergencies with other U.S. Agency for International Development programs in order to reduce the Office's long-term presence in these countries.
- Improving and expanding the use of performance measures across protracted emergencies, including ensuring that certain key performance data are measured reliably and uniformly across emergencies.
- Developing additional measures of cost-effectiveness, including reviewing cost-effectiveness when doing post-crises assessments and evaluations.

Lead Organization: DCHA/OFDA

Development Assistance (Sub Saharan Africa)
The Development Assistance (DA) account funds activities for free-market economic development, agriculture, rural development, literacy and basic education for children and adults, environment, energy, science and technology and other programs related to longer-term transformational development. Priorities for DA funding the AFR region are agriculture and the environment, trade, education, democracy and governance, and conflict mitigation. DA program funds will be increasingly directed towards those countries that are performing well, demonstrate need, and exhibit commitment to the principles of sound governance, investing in their people and economic freedom.
Score: 75 **Performance:** Adequate

Improvement Plan

- No plans have been provided by OMB.

Lead Organization: AFR

Development Assistance (LAC)
The Development Assistance (DA) account funds activities for free-market economic development, agriculture, rural development, literacy and basic education for children and adults, environment, energy, science and technology and other programs related to longer-term transformational development. USAID/LAC's programming of DA funds supports the US foreign policy priority to advance sustainable development and global interests, and contributes to USAID's goals of economic growth and agricultural development, democracy and good governance, human capacity building, and environmental protection.
Score: 82 **Performance**: Moderately Effective

Improvement Plan

- Develop regional performance indicators for the remaining regional bureaus at the agency.
- Continue efforts to strengthen budget and performance integration using the new agency-wide and regional performance data.
- Continue to refine the analysis of this new performance data to broaden its applications for management decision-making at all levels of the agency.

Lead Organization: LAC

Child Survival and Health (CSH - LAC)
The program has a focused and well-defined mission, though the level of analysis used is based on the Latin America and Caribbean (LAC) Region, not the country level. At times, information is given for progress at the country level when information is not available at the regional level. The Child Survival and Health (CSH) account funds activities in support of immunization, oral re-hydration, health, nutrition, water and sanitation, displaced and orphaned children, prevention, treatment and control of, HIV/AIDS, TB, malaria, polio, as well as family planning/reproductive health. The CSH programs in LAC are linked to U.S. foreign policy priorities to advance sustainable development by improving human health and reducing the spread of infectious diseases in the Hemisphere; helping people realize their reproductive intentions; and addressing the HIV/AIDS epidemic.
Score: 82 **Performance**: Moderately Effective

Improvement Plan

- Using the new regional framework and common agency performance goals and measures to tie performance to funding requests.
- Refining the analysis of this new performance data to broaden management decision-making at all levels of the Agency.
- Completing the transition to a new system that unifies field and headquarters financial reporting.

Lead Organization: LAC

Resource Tables By Strategic Goal

U.S. DEPARTMENT OF STATE
Appropriations Act Resources ($ in thousands)

STRATEGIC OBJECTIVE		FY 2005 Actual		FY 2006 Estimate		FY 2007 Request	
Strategic Goal		Positions[1]	Funds	Positions[1]	Funds	Positions[1]	Funds
ACHIEVE PEACE AND SECURITY							
RS	Regional Stability	1,245	$1,866,777	1,222	$1,848,399	1,233	$1,927,555
CT	Counterterrorism	906	282,982	892	195,330	899	206,864
HS	Homeland Security	568	237,837	559	145,324	564	140,489
WD	Weapons of Mass Destruction	516	289,731	508	162,332	512	210,961
IC	International Crime and Drugs	704	215,772	695	141,686	701	143,269
AC	American Citizens	276	82,966	272	73,301	274	73,347
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS							
DE	Democracy & Human Rights	827	308,247	815	274,309	822	324,435
EP	Economic Prosperity and Security	1,562	560,679	1,541	464,930	1,555	513,334
SE	Social & Environmental Issues	296	327,609	288	204,093	291	246,360
HR	Humanitarian Response	545	122,941	536	43,203	541	42,762
PROMOTE INTERNATIONAL UNDERSTANDING							
PD	Public Diplomacy and Public Affairs	1,954	704,582	1,924	776,555	1,941	833,613
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES							
MG	Management and Organizational Excellence	10,319	4,904,712	10,443	4,391,905	10,534	4,618,014
Total Resources Supporting Strategic Goals		**19,719**	**$9,904,835**	**19,695**	**$8,721,367**	**19,867**	**$9,281,003**
Office of the Inspector General		314	30,028	318	29,645	318	32,508
Broadcasting Board of Governors			598,852		644,011		671,903
Other Programs[2]			183,973		85,286		92,790
	Grand Total	**20,033**	**$10,719,688**	**20,013**	**$9,480,309**	**20,185**	**$10,078,204**

Note (1): The "Positions" column denotes the number of direct-funded positions. Note (2): These totals represent the following three programs - the "International Trade Commission", the "Foreign Claims Settlement Commission" and the "United States Institute of Peace".

FOREIGN OPERATIONS AND OTHER AGENCIES

($ in thousands)

STRATEGIC OBJECTIVE		FY 2005 Actual	FY 2006 Estimate	FY 2007 Request
Strategic Goal		Funds	Funds	Funds
ACHIEVE PEACE AND SECURITY				
RS	Regional Stability	4,899,852	$4,479,440	$4,656,680
CT	Counterterrorism	1,159,006	628,661	657,648
HS	Homeland Security	23,680	22,917	23,664
WD	Weapons of Mass Destruction	278,548	264,380	272,995
IC	International Crime and Drugs	1,922,969	1,294,143	1,607,707
AC	American Citizens	-	-	-
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS				
DE	Democracy & Human Rights	1,924,960	1,757,324	1,819,868
EP	Economic Prosperity and Security	6,354,045	5,838,545	7,250,859
SE	Social & Environmental Issues	4,980,641	5,033,939	5,875,065
HR	Humanitarian Response	1,253,770	944,983	1,025,789
PROMOTE INTERNATIONAL UNDERSTANDING				
PD	Public Diplomacy and Public Affairs	21,587	16,702	14,909
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES				
MG	Management and Organizational Excellence	574,555	542,626	477,185
Total Resources Supporting Strategic Goals		**$23,393,613**	**$20,823,661**	**$23,682,369**
Office of the Inspector General (USAID)		37,220	35,640	38,000
Agriculture Programs		1,499,841	1,237,500	1,317,500
	Grand Total	**$24,930,674**	**$22,096,801**	**$25,037,869**

Glossary of Terms

Acronym	Definition
A	Bureau of Administration (DoS)
A/LM	Office of Logistics Management (DoS)
ABM	Anti-Ballistic Missile
AC	Bureau of Arms Control
ACE	Office of the Coordinator of U.S. Assistance to Europe and Eurasia (DoS/EUR)
ACFE	Adapted Conventional Armed Forces in Europe
ACI	Andean Counterdrug Initiative
ACOTA	African Contingency Operations Training and Assistance Program
ACS	Access Control System
AF	Bureau of African Affairs (DoS)
AFR	USAID's Africa Bureau
AIA	Afghan Interim Authority
ANA	Afghan National Army
ANE	Asia and the Near East (USAID bureau)
APEC	Asia-Pacific Economic Cooperation Forum
AR	Annual Reports
ASEAN	Association of Southeast Asian Nations
ATA	Afghan Transitional Authority
ATA	Anti-Terrorism Assistance
AU	African Union
BPBS	Bureau Program and Budget Submission
BPI	Business Process Improvement
BPP	Bureau Performance Plan
BW	Biological Weapon
BWC	Biological Weapons Convention
CAFTA	U.S.-Central American Free Trade Agreement
CA	Bureau of Consular Affairs (DoS)
CBD	Convention on Biological Diversity
CBFP	Congo Basin Forest Partnership
CBJ	Congressional Budget Justification
CBM	Confidence Building Measures
CBO	Community-Based Organization
CBP	Customs and Border Protection
CBW	Chemical and Biological Weapons
CDC	U.S. Center for Disease Control
CDR	Crude Death Rate
CFE	Conventional Forces in Europe
CHR	Commission on Human Rights

Acronym	Definition
CIA	Central Intelligence Agency
CIDA	Canadian International Development Agency
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection
CIPA	Contributions for International Peacekeeping Activities
CIS	Commonwealth of Independent States
CITES	Convention on International Trade in Endangered Species
CLJ	Constitutional Loya Jirga
CLO	Community Liaison Officer
CMM	Office of Conflict Management and Mitigation
COE	Council of Europe
CPI	Corruption Perceptions Index
CS	Civil Service
CSBM	Confidence and Security Building Measure
CSCS	Capital Security Cost Sharing
CSD	United Nations Commission on Sustainable Development
CSH	Child Survival & Health
CSI	Container Security Initiative
CT	Counterterrorism
CW	Chemical Weapon
CW/BW	Chemical Warfare/Biological Warfare
CWC	Chemical Weapons Convention
D&CP	Diplomatic and Consular Programs
DA	Development Assistance
DCA	Development Credit Authority
DCHA	Bureau of Democracy, Conflict and Humanitarian Assistance (USAID)
DCHA/DG	Office of Democracy and Governance (USAID)
DCHA/FFP	Office of Food for Peace (USAID)
DCHA/OFDA	Office of Foreign Disaster Assistance (USAID)
DCO	Office of Donor Coordination and Outreach (USAID)
DDR	Disarmament, Demobilization, and Reintegration
DEA	Drug Enforcement Agency
DHS	U.S. Department of Homeland Security
DOC	U.S. Department of Commerce
DoD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOJ	U.S. Department of Justice

Acronym	Definition
DOL	U.S. Department of Labor
DoP	Declaration of Principle
DoS	U.S. Department of State
DOT	U.S. Department of Transportation
DPKO	UN Department of Peacekeeping Operations
DPRI	Defense Policy Review Initiative
DPRK	Democratic People's Republic of Korea (North Korea)
DRC	Democratic Republic of the Congo
DR-CAFTA	Dominican Republic-Central American Free Trade Agreement
DRI	Diplomatic Readiness Initiative
DRL	Bureau of Democracy, Human Rights, and Labor (DoS)
DS	Bureau of Diplomatic Security (DoS)
DUR	Dual-Use Regime
DV	Diversity Visa
E.O.	Executive Order
EA	Enterprise Architecture
EAP	Bureau of East Asian and Pacific Affairs (DoS)
EB	Bureau of Economic and Business Affairs (DoS)
EBRD	European Bank for Reconstruction and Development
ECA	Bureau of Educational and Cultural Affairs (DoS)
ECOWAS	Economic Community of West African States
EGAT	Bureau of Economic Growth, Agriculture, and Trade (USAID)
EGAT/ESP	Office of Environment and Science Policy (USAID)
EPA	U.S. Environmental Protection Agency
ERMA	Emergency Refugee & Migration Assistance
ESF	Economic Support Fund
EU	European Union
EUR	Bureau of European and Eurasian Affairs (DoS)
EXBS	Export Control and Border Security Program
EXIM	Export-Import Bank
FAO	United Nations Food and Agriculture Organization
FATF	Financial Action Task Force
FBCO	Faith-Based and Community Organizations
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FEST	Foreign Emergency Support Team
FFMIA	Federal Financial Management Improvement Act
FLEG	Forest Law Enforcement and Governance

Acronym	Definition
FMF	Foreign Military Financing
FMFIA	Federal Managers' Financial Integrity Act
FR	Facial Recognition
FS	Foreign Service
FSA	Freedom Support Act
FSC	Financial Service Center
FSI	Foreign Service Institute
FTE	Full Time Equivalent
G/IWI	International Women's Issues (DoS)
G/TIP	Office to Monitor and Combat Trafficking in Persons (DoS)
G-8	Group of Eight (major industrialized nations)
GAO	Government Accountability Office
GCC	Global Climate Change
GDP	Gross Domestic Product
GEOSS	Global Earth Observation System of Systems
GH	Bureau of Global Health (USAID)
GHSAG	Global Health Security Action Group
GITM	Global Information Technology Modernization
GMRA	Government Management Reform Act
GPO	Government Printing Office
GPOI	Global Peace Operations Initiative
GPRA	Government Performance and Results Act
GPS	Global Positioning System
GSA	General Services Administration
GWOT	Global War on Terrorism
HHS	U.S. Department of Health and Human Services
HMA	Humanitarian Mine Action
HR	Bureau of Human Resources
HRDF	Human Rights and Democracy Fund
HSTC	Human Smuggling and Trafficking Center
IACAC	Inter-American Convention Against Corruption
IAEA	International Atomic Energy Agency
IAP	International Action Program (on Water and Sustainable Agricultural Development)
IBWC	International Boundary and Water Commission
ICAO	International Civil Aviation Organization (UN)
ICASS	International Cooperative Administrative Support Services (DoS)
ICFTU	International Confederation of Free Trade Unions
IDI	International Development Intern
IDP	Internally Displaced Person
IEA	International Energy Agency

Acronym	Definition
IIP	Bureau of International Information Programs
ILEA	International Law Enforcement Academy
ILMS	Integrated Logistics Management System
ILO	International Labor Organization
IMET	International Military Education & Training
IMF	International Monetary Fund
IMO	International Maritime Organization
INA	Iraqi National Assembly
INCLE	International Narcotics Control and Law Enforcement
INL	Bureau of International Narcotics and Law Enforcement Affairs (DoS)
INR	Bureau of Intelligence and Research (DoS)
INS	Immigration and Naturalization Service
IO	Bureau of International Organizations Affairs (DoS)
IOM	International Organization for Migration
I/P	Initiative/Program
IRF	International Religious Freedom
IRFFI	International Reconstruction Fund Facility for Iraq
IRI	International Republican Institute
IRM	Bureau of Information Resource Management (DoS)
ISAF	International Security Assistance Force
ISF	Iraqi Security Forces
ISSO	Information Systems Security Officer
ISTC	International Science and Technology Center
IT	Information Technology
ITN	Insecticide Treated Net
ITU	International Telecommunications Union
IWRM	Integrated Water Resources Management
JAMS	Joint Assistance Management System
JFMS	Joint Financial Management System
JPP	Joint Performance Plan
KCC	Kentucky Consular Center
KFOR	Kosovo Force
KM	Knowledge Management
KMTC	Kabul Military Training Center
L	Office of the Legal Adviser (DoS)
LAC	Latin America and the Caribbean (USAID bureau)
LDP	Language Designated Position
LROBP	Long-Range Overseas Buildings Plan
M	Office of the Under Secretary for Management (DoS)
M	Bureau of Management (USAID)

Acronym	Definition
MANPADS	Man-Portable Air Defense System
MCC	Millennium Challenge Corporation
MCSC	Management Control Steering Committee
MD&A	Management's Discussion and Analysis
MEPI	Middle East Partnership Initiative
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MPP	Mission Performance Plan
MRA	Migration and Refugee Assistance
MRV	Machine Readable Visa
MTCR	Missile Technology Control Regime
N/A	Not Applicable
NADR	Nonproliferation, Anti-Terrorism, Demining and Related Programs
NAFTA	North American Free Trade Agreement
NAS	National Academy of Sciences
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NDF	Nonproliferation and Disarmament Fund
NDI	National Democratic Institute
NEA	Bureau of Near Eastern Affairs (DoS)
NEC	New Embassy Compound
NGO	Non-Governmental Organization
NIH	National Institutes of Health (HHS)
NIST	National Institute of Standards and Technology (DOC)
NIV	Non-Immigrant Visa
NOAA	National Oceanic and Atmospheric Administration (DOC)
NP	Bureau of Nonproliferation (DoS)
NPT	Nonproliferation Treaty
NRC	U.S. Nuclear Regulatory Commission
NSC	National Security Council
NSF	National Science Foundation
NSG	Nuclear Suppliers Group
NWMDE	Nonproliferation of WMD Expertise
OAS	Organization of American States
OBO	Bureau of Overseas Buildings Operations (DoS)
OECD	Organization for Economic Cooperation and Development
OEF	Operation Enduring Freedom
OES	Bureau of Oceans and International Environmental and Scientific Affairs (DoS)
OFDA	Office of Foreign Disaster Assistance
OIG	Office of Inspector General

Acronym	Definition
OMB	Office of Management and Budget
OPCW	Organization for the Prohibition of Chemical Weapons
OPIC	Overseas Private Investment Corporation
OPM	Office of Personnel Management
OSCE	Organization for Security and Cooperation in Europe
OSD	Office of Secretary of Defense (DoD)
OTI	Office of Transition Initiatives (USAID)
PA	Bureau of Public Affairs (DoS)
PART	Program Assessment Rating Tool
PD	Public Diplomacy
PEPFAR	President's Emergency Plan for AIDS Relief
PfP	Partnership for Peace
PISCES	Personal Identification Secure Comparison and Evaluations System
PKO	Peacekeeping Operations
PM	Bureau of Political-Military Affairs (DoS)
PMA	Presidential Management Agenda
PPC	Bureau for Policy and Program Coordination (USAID)
PRM	Bureau of Population, Refugees, and Migration (DoS)
PSI	Proliferation Security Initiative
PSO	Peace Support Operations
PTR	Nonproliferation's Office of Proliferation Threat Reduction
RM	Bureau of Resource Management (DoS)
ROK	Republic of Korea (South Korea)
S/CRS	Office of the Coordinator for Reconstruction and Stabilization (DoS)
S/CT	Office of the Coordinator for Counterterrorism (DoS)
S/GAC	Office of the U.S. Global AIDS Coordinator (DoS)
SA	Bureau of South Asian Affairs (DoS)
SEED	Support for East European Democracy
SES	Senior Executive Service
SFOR	Stabilization Force
SMART	State Messaging and Archive Retrieval Toolset
SPP	Office of Strategic and Performance Planning (DoS)
SSA	Social Security Administration
START	Strategic Arms Reduction Treaty
STAS	Science and Technology Adviser to the Secretary (DoS)
TDA	U.S. Trade and Development Agency
THIS	Tsunami Humanitarian Information Sharing
TI	Transparency International
TIP	Trafficking in Persons

Acronym	Definition
TRADE	Trade for African Development Enterprise
TRIP	Trade-Related Aspects of Intellectual Property Rights
TSCC	Trilateral Steering and Cooperation Committee
U.S.	United States of America
U.K.	United Kingdom
UN	United Nations
UNAIDS	United Nations Program on HIV/AIDS
UNAMI	United Nations Mission for Iraq
UNCHR	United Nations Commission on Human Rights
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNDPKO	United Nations Department for Peacekeeping Operations
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
USFS	U.S. Forest Service (USDA)
USFWS	U.S. Fish and Wildlife Service
USG	U.S. Government
USGS	U.S. Geological Survey (DOI)
USINFO	U.S. Information
USPS	U.S. Postal Service
USTR	U.S. Trade Representative
USUN	U.S. Mission to the United Nations
VC	Bureau of Verification and Compliance (DoS)
WB	World Bank
WBI	World Bank Institute
WFP	World Food Program
WHA	Bureau of Western Hemisphere Affairs (DoS)
WHO	World Health Organization
WMD	Weapon of Mass Destruction
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization
YES	Youth Exchange and Study