

**FY 2011  
Congressional Budget  
Justification  
For State Operations**

**Discontinued Indicators**



## Introduction

The Office of Management and Budget (OMB) requires agencies to publish results for performance indicators no longer being used by the agency in its annual performance report to the public. The Department of State has made great strides to develop relevant, measurable, outcome indicators of performance to better gauge progress towards its Strategic Goals. In FY 2008 and FY 2009, the Department began a two-year transition to focus more on outcome-oriented indicators that measure long-term changes. In accordance with OMB Circular A-11, this document contains performance results and ratings for 44 performance indicators that were featured in either the FY 2009 or FY 2010 Congressional Budget Justification for State operations, but have since been discontinued. Discontinued indicators featured in this document are sorted alphabetically by Department of State bureau.

For a full list of current performance indicators for the Department of State, please see the Department's FY 2011 Congressional Budget Justification, available at <http://www.state.gov/s/d/rm/rls/statecbj/2011/pdf/index.htm>.

## DISCONTINUED INDICATORS

### Bureau Owner: Administration

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES	
<b>Strategic Priority</b>	Administrative Services
<b>Bureau Goal</b>	Use technology to provide effective and efficient management processes for the Department
<b>Indicator</b>	Status of the Integrated Logistics Management System (ILMS) Development, Modernization, and Enhancement, including Worldwide Deployment
FY 2009 Target	<ul style="list-style-type: none"> <li>• Deploy ILMS overseas</li> <li>• Implement Continuity of Operations Plan (COOP), and establish COOP site in Beltsville, Maryland</li> <li>• Design, develop, and implement Enterprise Performance Measurement (EPM) for Transportation</li> <li>• Pilot Transportation Lite</li> <li>• Implement funding roll-up for domestic obligations</li> </ul>

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FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <ul style="list-style-type: none"> <li>• The full ILMS suite has been deployed to 55 overseas posts. In addition to the integrated full suite deployments, Secure ILMS has been deployed separately to 122 posts.</li> <li>• The Continuity of Operations Plan (COOP) was completed and the COOP site in Beltsville, Maryland was established and has undergone disaster recovery testing.</li> <li>• EPM is fully implemented within Operations and tracking metrics monthly for Transportation.</li> <li>• Completed Transportation Lite Pilots in Santo Domingo (6/9/09), Panama City (6/12/09) and Guadalajara (6/16/09). It was deployed to 118 total sites in FY09.</li> <li>• Implemented funding roll-up for domestic obligations in spring 2009. This effort included the design, build and test of obligating summarized fiscal data by strip at the header rather than line level.</li> </ul>
Reason for Discontinuation	This is a qualitative indicator. The Administration Bureau created a quantitative indicator based on ILMS for this strategic goal in response to Department and Office of Management and Budget request for more quantitative measures.

**Bureau Owner: African Affairs**

<b>STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY</b>	
<b>Strategic Priority</b>	Trade and Investment
<b>Bureau Goal</b>	Discontinued During Bureau Strategic Planning Process, Not Assigned to Bureau Goal
<b>Indicator</b>	Number of days to start a business; median among sub-Saharan African countries for which data is provided in the World Bank's latest annual "Doing Business" report.
FY 2009 Target	Median of 37 days
FY 2009 Rating and Result	<b>Rating: Above Target</b> Median of 35.5 days
Reason for Discontinuation	This indicator no longer relevant as the Bureau's goal – as reflected in its strategic plan - has shifted from a focus on general economic activity to one on trade and economic growth. This indicator does not capture the issues that the revised goal deals with.

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<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Security Cooperation and Security Sector Reform
<b>Bureau Goal</b>	Countries in Sub-Saharan Africa are Free of Conflict
<b>Indicator</b>	Percentage of U.S.-trained African units deployed to peace support/humanitarian response operations. Number of African armed conflicts resolved and peace support missions concluded.
<b>FY 2009 Target</b>	<p>Of all African battalions (or their equivalent) deployed in peace keeping operations (PKO) globally, approximately 85 percent will have significant staff and unit training experience under the United States or U.S.-trained trainers.</p> <p>United Nations (UN) missions in the Democratic Republic of Congo (DRC) and Cote d'Ivoire decrease in size and strength, but continue throughout FY 2009.</p> <p>The two missions in Sudan, the UN African Mission in Darfur (UNAMID) and UN Mission in Sudan (UNMIS), will remain steady during election period.</p> <p>The UN Mission in Liberia (UNMIL) begins downsizing following completion of first-stage military and police reform efforts.</p> <p>The African Union Mission in Somalia (AMISOM) continues to build up towards authorized force strength in anticipation of transferring to UN authority.</p>
<b>FY 2009 Rating and Result</b>	<p><b>Rating: On Target</b></p> <p>Of all African battalions (or their equivalent) deployed in PKO globally, 96 percent had significant staff and unit training under United States or U.S.-trained trainers.</p> <p>Force strength for the UN mission in Cote d'Ivoire decreased by 759 while the UN mission in DRC rose slightly, by 305.</p> <p>In Sudan, UNAMID peacekeeping forces increased by 6,500 and UNMIS forces fell by 289.</p> <p>UNMIL began gradual downsizing, with a decrease of 1,197 peacekeepers as of July 31, 2009.</p> <p>First-stage military reform in Liberia should be completed by December 2009 and UN-led police reform continues to make progress, albeit behind schedule.</p> <p>AMISOM added 2,550 peacekeepers towards an authorized force strength of 8,000.</p>
<b>Reason for Discontinuation</b>	This indicator does not belong in the State Operations submission as its budget comes from Foreign Assistance rather than State Operations funding.

**Bureau Owner: Consular Affairs**

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Visa Services
<b>Bureau Goal</b>	Use Electronic Processing to Enhance the Security of Visa Adjudication
<b>Indicator</b>	Achievement of Key Milestones in Development of Biometrics Collection Program for United States Visas.
<b>FY 2009 Target</b>	Establish a contractual basis for implementation of offsite fingerprint collection in and beyond Mexico. Expand offsite fingerprint collection in Mexico from two pilot posts to a total of nine consular operations, including Embassy Mexico. Establish offsite fingerprint collection in two countries beyond Mexico, for a total of three countries worldwide.
<b>FY 2009 Rating and Result</b>	<p><b>Rating: Below Target</b></p> <p>Contracts have been set and offsite fingerprint collection in Mexico expanded to three pilot posts - Ciudad Juarez, Nuevo Laredo and Monterrey. Offsite fingerprint collection not expanded to additional countries.</p>
<b>Reason for Discontinuation</b>	This indicator was updated and combined with another indicator.

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**Bureau Owner: Coordinator for Counterterrorism**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Counterterrorism
<b>Bureau Goal</b>	Counterterrorism Preparedness and Response
<b>Indicator</b>	Under preparedness activities: 1) The Department's ability to provide leadership on the international component of the Department of Homeland Security's Top Officials National Level Exercise Plan; 2) Status of Technical Support Working Group (TSWG) Research Projects
<b>FY 2009 Target</b>	The Coordinator for Counterterrorism in the Office of the Secretary (S/CT) directs with Department of Homeland Security (DHS) the fifth Top Officials Exercise (TOPOFF V).
<b>FY 2009 Rating and Result</b>	Rating: On Target National Level Exercise (NLE) funding allowed the Department of State to participate in and lead United Kingdom, Canada, Australia and Mexico in NLE 2009.. This large-scale counterterrorism crisis response readiness exercise enhanced the USG's strategic readiness posture in the event of a Weapons of Mass Destruction (WMD) involving POTUS and Principle-level engagement. NLE activity is included a year-long planning process, multiple counterterrorism seminar forums and a five day exercise event which enhanced our strategic coordination across the spectrum of response mechanisms shared with our USG foreign partners.
<b>Reason for Discontinuation</b>	The Coordinator for Counterterrorism discontinued this indicator because results were hard to quantify and verify as it is written.

**Bureau Owner: Coordinator for Reconstruction and Stabilization**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Conflict Prevention, Mitigation, and Response
<b>Bureau Goal</b>	The IA as a Robust Civilian Response Capacity Prepared to Effectively Staff R&S Operations
<b>Indicator</b>	Sufficient numbers of Interagency Civilian Response Corps Active, Standby, and Reserve component members are trained and deployable within 2, 30, and 60 days respectfully, to support R&S operations.
<b>FY 2009 Target</b>	The Civilian Response Corps Active Component (CRC-A) will have 250 IA personnel. Approximately 22 will be managed directly by S/CRS, others by participating agencies. The new IA CRC-A will complete core readiness and appropriate force protection courses, as well as specialized courses and civ-mil exercises focused on IMS operations. A total of 500 IA Standby (CRC-S) personnel will be identified at State, USAID, Department of Commerce (DOC), Department of Justice (DOJ), U.S. Department of Agriculture (USDA), Department of Homeland Security (DHS), Department of Health and Human Services (HHS), and Department of Treasury, and at least 400 IA civilian members will be trained in R&S core courses. Mission-specific and force protection training will be provided for IMS-related operations. Inter-Bureau memoranda of agreement (MOA) signed between S/CRS and Department of State Medical Services (DOS/MED) on medical clearances for active and standby members of the Civilian Response Corps (CRC). Memoranda of Agreement for use of CRC-A signed between S/CRS and both the Bureau of International Narcotics and Law Enforcement Affairs and Diplomatic Security. Memoranda of agreement for use of the CRC-S completed. Develop a con-ops for members of the CRC serving as CRC-A and CRC-S of CRC.

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FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <p>All targets were met for achievement of 500 CRC-S personnel; as of August 26, 2009, there were 366 CRC-S. This indicator was modified, as follows: CRC-A will have 263 IA personnel. Approximately 36 will be managed by S/CRS, others by participating agencies. The new IA CRC-A will complete core readiness and appropriate force protection courses, as well as specialized courses and civ-mil exercises focused on IMS operations. A total of 500 IA CRC-S personnel will be identified at State, USAID, DOC, DOJ, USDA, DHS, HHS, &amp; Treasury, and at least 400 IA civilian members will be trained in R&amp;S core courses. Mission-specific and force protection training will be provided for IMS related operations. Inter-bureau MOA signed between S/CRS and DOS/MED on med clearances for CRC-A&amp;S members. Memoranda of agreement between INL and DS for CRC-S completed.</p>
Reason for Discontinuation	<p>This indicator is output-oriented and qualitative. The Coordinator for Reconstruction and Stabilization discontinued it in response to the Department's preference for quantitative, outcome indicators.</p>

**Bureau Owner: Democracy, Human Rights, and Labor**

<b>STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY</b>	
<b>Strategic Priority</b>	Rule of Law and Human Rights
<b>Bureau Goal</b>	Improved Respect for Worker Rights
<b>Indicator</b>	Number of U.S.-led, multi-stakeholder initiatives and programs to improve labor and broader human rights.
FY 2009 Target	<p>The Bureau of Democracy, Human Rights, and Labor (DRL) will promote respect for core labor standards through labor diplomacy, trade agreements and preference programs, multilateral engagement, and targeted technical assistance. The Department will engage a range of stakeholders in targeted industries to address labor rights violations in supply chains. These initiatives will lead to strengthened labor policies and enforcement in key countries. We will continue to support efforts to implement the Voluntary Principles in host countries and to promote Internet Freedom.</p>

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FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <p>DRL led a broad, multi-stakeholder initiative to combat forced child labor in Uzbekistan, which led Uzbekistan to ratify two key International Labor Organization, child labor conventions. The Department sponsored a multi-stakeholder initiative with the Brazilian Government to combat forced labor in global supply chains. The Department implemented technical assistance programs to improve working conditions in Vietnam, Bangladesh, Saudi Arabia, China, the Philippines and Dominican Republic-Central America Free Trade Agreement (CAFTA-DR) countries. The DRL bureau helped secure consensus for the new Framework for the Admission and Participation of New Governments to allow host governments to join the Voluntary Principles on Security and Human Rights. The Department worked with Internet companies and computer manufacturers on emerging censorship concerns in China, and implemented programs to support Internet circumvention technologies.</p>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

<b>STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY</b>	
<b>Strategic Priority</b>	Rule of Law and Human Rights
<b>Bureau Goal</b>	Increased Global Respect for Religious Freedom
<b>Indicator</b>	Status of international religious freedom in Countries of Particular Concern as measured by the International Religious Freedom Report.
FY 2009 Target	DRL will sustain advocacy to promote religious freedom in priority countries and combat spread of the problematic concept of defamation of religions through the UN and other regional bodies. Significant policy changes are achieved in at least one target country or region. Consolidated planning and activities in multilateral fora will erode support for prohibitions on the vaguely defined “defamation of religion” and emphasize religious freedom norms. We will award programming grants to non-governmental organizations (NGOs) to promote religious freedom and tolerance in priority regions and countries. Improvements in the protection of international religious freedom will be measured through the <i>International Religious Freedom Report</i> and the <i>Country Reports on Human Rights Practices</i> .
FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <p>Multilateral advocacy forestalled further spread of defamation of religion concept. Analysis provided to the Saudi Government of intolerant passages in textbooks used in Saudi Arabia. Seven first-time programming grants awarded. Sustained advocacy with Kazakhstan bilaterally and through the Organization for Security and Cooperation in Europe (OSCE), averted promulgation of restrictive religion law. Continuing negotiations with China revived agreement to establish U.S.-China Religion Working Group on religion.</p>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

**Bureau Owner: Diplomatic Security**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Diplomatic Security
<b>Bureau Goal</b>	USG Personnel and Facilities Critical to U.S. Interests are Secure and Protected
<b>Indicator</b>	Local Guard services provided and invoiced are accountable under the terms and conditions of the contract through verification of invoices and resolution of discrepancies.
<b>FY 2009 Target</b>	<p>1. Invoices from the guard service contracts in Iraq, Afghanistan, and Pakistan are reviewed by the Office of Overseas Protective Operations in the Bureau of Diplomatic Security (DS/IP/OPO) to verify they accurately reflect services provided and all billings are correct. Action is initiated to rectify discrepancies within seven days of discovery.</p> <p>2. Standardized invoice template, to facilitate invoice review at post (point of delivery of services) and verify billings, is developed, tested, and incorporated into all new guard service contracts as they are awarded by the Office of Acquisitions in the Bureau of Administration (A/LM/AQM) beginning in the fourth quarter of FY 2009.</p>
<b>FY 2009 Rating and Result</b>	<b>Rating: No Rating</b> This indicator was discontinued in FY08. FY 2009 data were not collected.
<b>Reason for Discontinuation</b>	Indicator did not meet data quality standards and was, therefore, replaced with new indicator measuring the percentage of Local Guard OSPB standards met.

**Bureau Owner: East Asian and Pacific Affairs**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Security Cooperation and Security Sector Reform
<b>Bureau Goal</b>	Discontinued During Bureau Strategic Planning Process, Not Assigned to Bureau Goal
<b>Indicator</b>	Treaty alliances with Japan, South Korea and Australia.
<b>FY 2009 Target</b>	<p>Japan: Continue relocation, land return, training activities. Successfully negotiate comprehensive review of host nation support agreement. Secure initial tranche of Japanese funds for infrastructure build-up on Guam.</p> <p>Korea: Facilitate the return of the Zaytun Division in Irbil, Iraq. Encourage increased Korean financial, in-kind, and training assistance to Afghanistan. Facilitate Republic of Korea (ROK) acquisition of military hardware to ensure ROK has needed capabilities before OPCON transfer in 2012. Conclude a new Special Measures Agreement (SMA) through 2013.</p> <p>Australia: Annual Australia-United States Ministerial Consultation. Develop Joint/Combined Training center, remain engaged in WOT, conduct joint military training exercises, remain a key player in Port Security Initiative (PSI), expand research in Missile Defense, commit to joint defense research and development projects.</p>
<b>FY 2009 Rating and Result</b>	<b>Rating: On Target</b> <p>Japan: Special Measures Agreement concluded with Japan in May 2008. The Diet in May 2009 ratified an agreement committing Japan to fund \$2.8 billion for infrastructure on Guam.</p> <p>Korea: Zaytun Division welcomed home in December; ROK providing additional assistance to Afghanistan; New 5 year SMA concluded; ROK acquiring the equipment needed for OPCON transfer.</p> <p>Australia: AUSMIN was held in April 2009. The Joint/Combined Training Center was used extensively in the July 2009 Talisman Sabre Joint Exercise. Australia remains firmly committed in Afghanistan, increasing troop and equipment levels. Australia participated in PSI Exercise Maru in New Zealand, aimed at preventing shipments of weapons of mass destruction (WMD). Vice Admiral Tripovich travels to Boston in September for Missile Defense Conference and Department of Defense (DOD) funds several Australian projects on defense research and development.</p>

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Reason for Discontinuation	Goal and indicator were combined with another goal paper in the bureau's strategic plan.
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**Bureau Owner: Economic, Energy, and Business Affairs**

<b>STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY</b>	
<b>Strategic Priority</b>	Trade and Investment
<b>Bureau Goal</b>	Support U.S Business and Private Sector Growth and Investment
<b>Indicator</b>	Number of Company-Specific Cases for Which Advocacy Services Were Provided
FY 2009 Target	Three hundred and fifty (350) company-specific cases for which advocacy services were provided. One hundred (100) advocacy success stories.
FY 2009 Rating and Result	<b>Rating: No Rating</b> <b>Data available in Mid- to Late-2010</b>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented indicators.

<b>STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY</b>	
<b>Strategic Priority</b>	Trade and Investment
<b>Bureau Goal</b>	Open Markets and Create Opportunities for U.S. Goods and Services
<b>Indicator</b>	Status of negotiations and policy changes impacting services, trade, and investment.
FY 2009 Target	<ul style="list-style-type: none"> <li>• Engage World Trade Organization (WTO) Members on the Doha Round</li> <li>• WTO Accessions: 2 more countries accede</li> <li>• Government Procurement Agreement (GPA) Accessions: Two countries accede</li> <li>• Four liberalizing air transport agreements concluded.</li> <li>• Sign the United Nations Commission on International Trade Law (UNCITRAL) cargo agreement</li> <li>• Hold Central America Telecommunications Regulatory Workshop in region to promote implementation of Dominican Republic - Central America Free Trade Agreement</li> <li>• CAFTA-DR trade commitments and development of competitive telecommunications markets</li> <li>• USAID conducts first independent assessment of Pakistan telemedicine project.</li> </ul>
FY 2009 Rating and Result	<p><b>Rating: Below Target</b></p> <ul style="list-style-type: none"> <li>• Further intensive engagement on Doha Round</li> <li>• No WTO accessions and one GPA accession during FY 2009</li> <li>• Three liberalizing air transport agreements (two of them Open Skies) concluded</li> <li>• U.S. signed UNCITRAL cargo agreement in September 2009</li> <li>• USAID-funded independent assessment of Pakistan telemedicine project found that it exceeded its objectives</li> </ul>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

**Bureau Owner: Educational & Cultural Affairs**

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<b>STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING</b>	
<b>Strategic Priority</b>	Nurture Common Interests and Values
<b>Bureau Goal</b>	The Bureau of Educational and Cultural Affairs (ECA) will engage with youth to increase mutual understanding.
<b>Indicator</b>	Number of Foreign Participants Reached by Youth Programs
FY 2009 Target	13,518 Number of participants calculated from base funding only. Additional FY 2009 funding from transfers and supplemental not yet considered.
FY 2009 Rating and Result	<b>Rating: Above Target</b> 14,380 participants
Reason for Discontinuation	This is an output, rather than an outcome, indicator and is primarily reflective of resource levels that are outside of the Bureau's control. This indicator was discontinued because it does not convey useful information about the bureau's performance.

<b>STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING</b>	
<b>Strategic Priority</b>	Nurture Common Interests and Values
<b>Bureau Goal</b>	The Bureau of Educational and Cultural Affairs (ECA) will engage with youth to increase mutual understanding.
<b>Indicator</b>	Percentage of Youth Participants Who Increase Their Understanding of American Values, Society and Culture Immediately After Their Program Experience
FY 2009 Target	92 percent.
FY 2009 Rating and Result	<b>Rating: Data Not Yet Available, No Rating</b> N/A
Reason for Discontinuation	This indicator was discontinued because the number of individuals surveyed on this specific question was too small to be statistically valid. If the survey numbers increase, ECA may resume use of this indicator.

**Bureau Owner: European and Eurasian Affairs**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Security Cooperation and Security Sector Reform
<b>Bureau Goal</b>	European Engagement on Global Challenges
<b>Indicator</b>	North American Treaty Organization (NATO)-led and U.S.-led Coalition Operations.
FY 2009 Target	European countries continue to contribute significantly to operations in Afghanistan, including to the European Union Police Mission in Afghanistan (EUPOL), and contribute significantly to train-and-equip programs for Afghan security forces. Afghan security forces continue to assume greater responsibility for internal security, while the International Security Assistance Force (ISAF) retains a robust presence. NATO begins to hand over portions of senior officer training to the Iraqi government, while expanding the mission in other areas. NATO continues to reevaluate NATO's Kosovo Force (KFOR) mission as appropriate, with the goal of reducing force contributions when the situation permits. NATO demobilizes the Kosovo Protection Corps and begins to stand up the Kosovo Security Force and its ministry.

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FY 2009 Rating and Result	<p><b>Rating: On Target</b> European countries increased their contributions to Afghanistan operations and expanded resources for training and equipping Afghan security forces through the NATO Training Mission - Afghanistan (NTM-A) and EUPOL. Afghan security forces assumed greater responsibility for internal security, ile ISAF retained a robust presence. Several European countries continued contributions to Iraq operations. NATO training missions in Iraq continued and matured, mentoring Iraqi security forces. NATO continues to mentor Kosovo's security institutions and the KFOR mission began a gradual shift in force strength to reflect the improving security situation on the ground. European Allies contributed ships and other assets to NATO's third Horn of Africa counter-piracy operation OCEAN SHIELD, and the U.S.-led multinational Combined Task Force 151.</p>
Reason for Discontinuation	A new, more comprehensive indicator that highlights Euro-Atlantic integration progress will replace this performance measure.

**Bureau Owner: Foreign Service Institute**

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	Global Workforce Can More Widely Access Training Through Distance Learning Technologies
<b>Indicator</b>	Distance Learning Growth: Increased use of Foreign Service Institute (FSI) Learning Management System and distance learning.
FY 2009 Target	175 percent over baseline
FY 2009 Rating and Result	<b>Rating: Above Target</b> 554 percent over baseline (49,480 users)
Reason for Discontinuation	Indicator is output-oriented and therefore is being discontinued in favor of outcome and quality indicators.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	Management Practices Promote Efficiency and Effectiveness
<b>Indicator</b>	Overall Satisfaction with Training at the Foreign Service Institute.
FY 2009 Target	88 percent
FY 2009 Rating and Result	<b>Rating: Above Target</b> 93 percent
Reason for Discontinuation	Indicator is being discontinued in favor of targeted indicators that more specifically focus on key Departmental challenges.

**Bureau Owner: Human Resources**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Percent of Critical Needs Positions at Overseas Missions Staffed with Qualified Officers by the Close of Assignment Season
FY 2009 Target	75 percent
FY 2009 Rating and Result	<b>Rating: Above Target</b> 89 percent
Reason for Discontinuation	Definition of positions labeled as critical needs is being reviewed in the Career Development Program to better reflect Department priorities. As a result, indicator is not effective in informing policy and resource decisions. The Bureau of Human Resources (HR) will consider activating indicator pending the outcome of the review.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	Enable Smart Diplomacy by Effectively Recruiting, Assigning, and Training Employees
<b>Indicator</b>	Percent of Language Designated Positions at Overseas Missions Filled by Employees Who Fully Met the Language Requirements (Old Methodology)
FY 2009 Target	80 percent
FY 2009 Rating and Result	<b>Rating: Above Target</b> 87 percent
Reason for Discontinuation	Methodology for collecting and reporting data has been modified. HR will report on percentage of positions filled by employees who meet or exceed the language requirements of the language designated position in the FY 2011 CBJ for State Operations.

**Bureau Owner: Information Resource Management**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Information Technology
<b>Bureau Goal</b>	The Department's continuity of operations is assured by creating two new data centers
<b>Indicator</b>	Key Milestones Achieved in the Implementation of Information Technology Shared Services through Consolidation.
FY 2009 Target	<p>Standard information technology (IT) Shared Services provided by the Bureau of Information Resource Management (IRM) - Mandatory:</p> <ul style="list-style-type: none"> <li>• All bureaus (38) using Desktop Computing Services (provides help desk support 24 hours a day/7 days a week for passwords, personal computers, telephones, networks, servers, e-mail and IT security).</li> <li>• All bureaus (38) using Mobile Computing Services (provides Personal Data Assistant devices, cell phones, and management support).</li> <li>• All bureaus (38) using Enterprise Server Operations Center to house and maintain their file and print servers.</li> </ul> <p>Standard IT Extended Services provided by IRM - Optional:</p> <ul style="list-style-type: none"> <li>• All bureaus (38) using extended services: Development Services (computer application and website development services); Hosting Services (computer application and website hosting services); and Teleconferencing Services</li> </ul>
FY 2009 Rating and Result	<p><b>Rating: Below Target</b></p> <p>Mandatory:</p> <ul style="list-style-type: none"> <li>• As of August 20th, 2009, 23 bureaus are using (IRM) Desktop Computing Services</li> <li>• As of August 20th, 2009, 23 bureaus using (IRM) Mobile Computing Services.</li> <li>• As of August 20th, 2009, 23 bureaus are using Enterprise Server Operations Center (or Desktop Support Division) to house and maintain their file and print servers.</li> </ul> <p>Optional:</p> <ul style="list-style-type: none"> <li>• The 23 consolidated bureaus each use some of the extended services, but the utilization rates are not reported at the enterprise level.</li> </ul>
Reason for Discontinuation	This indicator was completed in the fourth quarter of FY 2009, with only project closeout activities in the first half of FY 2010 as reported. This project is targeted for completion in the fourth quarter of FY 2009, with only project closeout activities in the first half of FY 2010.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Information Technology
<b>Bureau Goal</b>	Diplomatic initiatives are supported by expanded internal and external social networking tools
<b>Indicator</b>	Progress toward Implementing State Messaging and Archive Retrieval Toolset (SMART) Messaging System.
FY 2009 Target	Pilot full CLASS and UNCLASS SMART System at 10 posts, and domestic bureaus and offices. Initiate and complete worldwide deployment of SMART solution.
FY 2009 Rating and Result	<p><b>Rating: Above Target</b></p> <p>Successfully concluded Pilot deployment for overseas posts and five domestic Bureaus/offices. Successfully piloted the SMART Unclassified system at State Annex 28 (SA-28)</p> <p>Will complete the pilot deployment efforts for both the CLASS and UNCLASS systems at 16 overseas posts by the end of FY 2009.</p> <p>Will complete the domestic deployment of both the CLASS and UNCLASS systems for the WHA Bureau and all of its previous pilot 2 domestic offices by the end of FY 2009.</p>
Reason for Discontinuation	Department decided to select highly quantifiable and objectively measurable indicators.

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**Bureau Owner: Intelligence & Research**

<b>STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING</b>	
<b>Strategic Priority</b>	Nurture Common Interests and Values
<b>Bureau Goal</b>	Serve as a U.S. Government leader for foreign public opinion surveys and media analysis
<b>Indicator</b>	Number of polls/surveys commissioned annually
FY 2009 Target	181 surveys/polls.
FY 2009 Rating and Result	<b>Rating: Above Target</b> 227 surveys
Reason for Discontinuation	This measure was discontinued for external reporting. The Bureau of Intelligence and Research (INR) will continue to track and use as an internal measure.

<b>STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY</b>	
<b>Strategic Priority</b>	Good Governance
<b>Bureau Goal</b>	Indicator is a department level measure that the Bureau developed outside of bureau strategic planning process
<b>Indicator</b>	Percentage of customers surveyed who found INR analysis and assessment services timely and useful.
FY 2009 Target	90 percent
FY 2009 Rating and Result	<b>Rating: Data Not Available for 2009, No Rating</b> The survey was not conducted in 2009. We are hoping to start the survey shortly for 2010
Reason for Discontinuation	This measure was discontinued for external reporting. INR will continue to track and use as an internal measure.

**Bureau Owner: International Organization Affairs**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Counterterrorism
<b>Bureau Goal</b>	Robust Multilateral Counterterrorism Activities
<b>Indicator</b>	Compliance with UN Security Council Resolution 1373.
FY 2009 Target	The UN Counterterrorism Directorate visits up to ten States and follows up on its previous State visits. By providing needs assessments to the G-8 Counterterrorism Action Group, the Directorate enhances the Counter-Terrorism Action Group's ability to target assistance to promote recipients' compliance with UN Security Council Resolution 1373. States that received assistance to build their capacity to implement UN Security Council Resolution 1373 adopt new legislation, become parties to the international conventions and protocols, and adopt new enforcement measures. Increasing numbers of States become parties to the international counterterrorism instruments. Coordination with the experts of the other Security Council committees addressing terrorism and the UN Counterterrorism Implementation Task Force reduces duplication of effort.

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FY 2009 Rating and Result	<p><b>Rating: Above Target</b></p> <p>The UN Counterterrorism Executive Directorate (CTED) visited 17 Member States in FY 2009 and followed up on previous visits. CTED continued to help target assistance from donor countries through a revised technical assistance program, resulting in 79 referrals to donors from CTED to promote recipients' compliance with UN Security Council Resolution 1373. Coordination, including through joint visits with the experts of other Security Council committees addressing terrorism, also continued to help reduce duplication of effort.</p>
Reason for Discontinuation	The indicator targets are too broad in scope to provide an accurate measure of compliance.

**Bureau Owner: Legal Adviser**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Transnational Crime
<b>Bureau Goal</b>	Advocate for U.S. interests in domestic and international legal fora
<b>Indicator</b>	Number of extraditions and provisional requests filed annually.
FY 2009 Target	900
FY 2009 Rating and Result	<b>Rating: Below Target</b> 806
Reason for Discontinuation	The Office of the Legal Adviser (L) is developing a more meaningful, outcome-oriented indicator related to extraditions including the bureau's next strategic plan.

**Bureau Owner: Legislative Affairs**

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Planning and Accountability
<b>Bureau Goal</b>	Key Legislation Enacted and the Bureau's Relationships with Congress Strengthened and Expanded
<b>Indicator</b>	Successful enactment of needed appropriations and authorization legislation
FY 2009 Target	Continue to further policy objectives by supporting the enactment of all authorizations and appropriations necessary for the conduct of U.S. foreign policy. Facilitate confirmation process for Senior Department of State officials and ratification of treaties.
FY 2009 Rating and Result	<b>Rating: On Target</b> In FY 2009, Successful confirmation of Secretary of State Clinton, two Deputy Secretaries, and other Principals with the transition to the New Administration, and passage of the State Operations Appropriations Act.
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

**Bureau Owner: Medical Services**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	The Bureau of Medical Services (MED) Health Promotion Program enhances the health of Department employees and their families
<b>Indicator</b>	Level of Participation in Health Promotion programs.
FY 2009 Target	<ul style="list-style-type: none"> <li>• Increase participation in the health promotion (wellness) program by 3 percent.</li> <li>• Conduct a publicity campaign to attract more employees to participate in the wellness program; develop brochures, Department television (BNET) presentations, a newsletter, and Department notices to advertise and promote the program more widely.</li> <li>• Add new health maintenance and lifestyle programs such as yoga, meditation and nutrition education.</li> </ul>
FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <ul style="list-style-type: none"> <li>• Increased attendance at monthly health promotion presentations that were also taped for on-demand BNET viewing and through Yoga classes meeting six times per week.</li> <li>• Monthly publication of a newsletter that was sent electronically to all health units and used by many health units for health promotion activities, through monthly presentations that were taped for BNET on-demand viewing, through Department Notices announcing updated private fitness club discounts to DOS employees, and other.</li> <li>• Weekly meditation meetings and six yoga classes per week, participation in health fairs, offering a series of four “food for life” nutrition and cooking presentations, two of which were taped for BNET viewing.</li> </ul>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	The Department has a strong emergency medical response capability
<b>Indicator</b>	Status of Emergency Medical Response Program.
FY 2009 Target	<ul style="list-style-type: none"> <li>• In cooperation with Walter Reed Army Institution of Research, institute global influenza surveillance program at 15 overseas posts.</li> <li>• Institute a program for surveillance of respiratory pathogens at 40 designated posts.</li> <li>• Reposition nerve agent auto injectors into readily accessible caches at overseas missions</li> <li>• Replace auto injectors at all overseas missions with new technology chem-bio antidote kits.</li> <li>• Provide regular surveillance training and emergency trauma course to 10 percent of medical providers overseas.</li> <li>• Conduct emergency medical training for non-medical personnel at 10 percent of overseas posts.</li> </ul>

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FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <ul style="list-style-type: none"> <li>• Sixteen (16) posts have submitted specimen to Walter Reed Army Institution of Research</li> <li>• Fifty-seven (57) additional posts have the capability to collect and send specimens</li> <li>• Wall mounted cabinets have been sent to all overseas posts to distribute 30 Antidote Treatment Nerve Agent Auto injectors (ATNAAs) per cabinet throughout the embassy and occupied buildings within the embassy grounds.</li> <li>• All MARK I auto injectors have been replaced with ATNAA kits that provide a single injection of atropine and pralidoxime chloride</li> <li>• MED sponsored trauma courses at the Foreign Service Institute (FSI) for non-medical personnel; overseas health units also conducted emergency response courses</li> </ul>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Information Technology
<b>Bureau Goal</b>	MED's Electronic Medical Record (EMR) is a secure worldwide accessible system
<b>Indicator</b>	Status of Medical Informatics Systems.
FY 2009 Target	<ul style="list-style-type: none"> <li>• Conduct in-depth analyses of other federal EMR systems, such as the Department of Veterans Affairs' (VA) Vista/CPRS, the Indian Health Services (IHS) RPMS, as well as well as commercial software applications to determine the best EMR system to meet the needs of the Department.</li> <li>• Coordinate activities with the Department of Health and Human Services (HHS)/ Federal Health Architecture (FHA) to meet the requirements of EMR stimulus package.</li> <li>• Ensure that the proposed EMR system meets national interoperability standards, provides electronic exchange of health information; receive national certification and meets the privacy, security, confidentiality and technical requirements under HIPAA.</li> <li>• Conduct cost/benefit analysis of various EMR options available.</li> </ul>
FY 2009 Rating and Result	<p><b>Rating: On Target</b></p> <ul style="list-style-type: none"> <li>• Three major Federal EMR systems were analyzed: AHLTA (Department of Defense, DOD EMR system), Vista, (VA) and RPMS (IHS). Currently MED is pursuing the possibility of partnering with DOD to deploy AHLTA. An Interagency Agreement had been initiated; Statement of Work in progress.</li> <li>• MED actively participates with the Department of Health (HHS)/ Federal health Architecture (FHA) initiatives to monitor the EHR stimulus package requirements. AHLTA is working very closely with HHS to adopt the requirements. By adopting AHLTA as the future EMR system, MED system will be in compliance.</li> <li>• The current AHLTA EMR system meets HIPAA requirements, the interoperability standards and national certification.</li> <li>• The cost benefit analysis for three major federal systems is currently underway.</li> </ul>
Reason for Discontinuation	When possible and appropriate, the Department is discontinuing milestone and output indicators in favor of outcome-oriented, quantitative measures.

**Bureau Owner: Near Eastern Affairs**

FY 2011 Congressional Budget Justification for State Operations  
Discontinued Indicators

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Conflict Prevention, Mitigation, and Response
<b>Bureau Goal</b>	Middle East Peace
<b>Indicator</b>	Establishing Prerequisites for Israeli-Arab Peace
<b>FY 2009 Target</b>	Negotiations restart between the Palestinians and Israelis. A ceasefire in Gaza becomes durable as rocket fire ceases, Hamas's ability to rearm is seriously degraded, and the Palestinian Authority (PA) begins to resume authority in Gaza through its plan for reconstruction and a border-crossing regime. Preparations are made to implement the permanent status agreement, with the Israel Defense Forces (IDF) gradually handing over security responsibility to the Palestinian Authority Security Forces (PASF) in parts of the West Bank (e.g., Nablus, Jenin, Jericho, Hebron). These factors strengthen moderates and allow both the Government of Israel (GOI) and the Palestinians to openly confront extremists. Negotiations also start or restart on other regional tracks starting with Syria but eventually including Lebanon. Arab states take practical actions to start implementing the Arab Peace Initiative (API).
<b>FY 2009 Rating and Result</b>	<b>Rating: Improved But Not Met</b> Progress was made in creating the conditions that would support restarting peace negotiations between the Palestinians and Israelis and between Israel and Arab states, though no formal negotiations have begun. Israel generally facilitated training of Palestinian Security Forces (PASF) and PASF forces have expanded capabilities into more areas of the West Bank, although there are delays getting approval for equipment and construction materials for garrisoning PASF battalions.
<b>Reason for Discontinuation</b>	This narrative indicator assessed elements of the steps being taken to achieve a comprehensive peace in a qualitative way that was difficult or impossible to measure and evaluate. The issue is now covered by a more effective and verifiable indicator.

**Bureau Owner: Oceans, Environment and Science**

<b>STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY</b>	
<b>Strategic Priority</b>	Trade and Investment
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Number of Environmental Projects in Free Trade Agreement Partner Countries
<b>FY 2009 Target</b>	At least 80 cooperative environmental projects either completed or in progress; number of environmental enforcement actions in designated partner countries with baseline data show increases over 2008 levels.
<b>FY 2009 Rating and Result</b>	<b>Rating: Above Target</b> Free Trade Agreement (FTA) countries include at least 120 cooperative environmental projects either completed or in progress.
<b>Reason for Discontinuation</b>	This indicator tracks mid-term program outputs rather than program results. Counting numbers of projects is subject to definitional variability and does not reflect the impact of the work on the ground.

**Bureau Owner: Office of Inspector General**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Planning and Accountability
<b>Bureau Goal</b>	Accountability – 2
<b>Indicator</b>	Percentage of Office of the Inspector General (OIG) reports and investigations that focus on Department and Broadcasting Board of Governors management challenges.
FY 2009 Target	90 percent
FY 2009 Rating and Result	<b>Rating: Above Target</b> 100 percent
Reason for Discontinuation	Result of 100 percent achieved in FY 2008 and FY 2009.

**Bureau Owner: Overseas Buildings Operations**

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Facilities
<b>Bureau Goal</b>	Provide Enhanced Compound Security and Security Management
<b>Indicator</b>	Number of Major Compound Security Upgrade Program Projects Completed at Overseas Posts.
FY 2009 Target	Nine major Compound Security Upgrade Program projects to be completed at overseas posts
FY 2009 Rating and Result	<b>Rating: Above Target</b> 10 Compound security upgrade projects completed by OBO in 2009
Reason for Discontinuation	New measure more closely aligned with current Bureau of Overseas Building Operations (OBO) priorities and tasks in a rapidly changing global environment.

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Facilities
<b>Bureau Goal</b>	Provide U.S. Diplomatic and Consular Posts Overseas Secure, Safe, and Functional Facilities
<b>Indicator</b>	Percent of Capital Security Construction Projects Completed Within the Schedule Authorized in the Construction Contract
FY 2009 Target	Improve number of projects completed within schedule authorized by three percent from previous year.
FY 2009 Rating and Result	Data Unavailable because indicator was discontinued after only 6 months and before being base lined
Reason for Discontinuation	Measure has been reworded to more closely align with industry standard for measuring schedule performance. The same wording will be reflected in Office of Management and Budget (OMB) Performance Assessment Rating Tool (PART) measure changes approved by OBO on May 1, 2009. This new indicator may be substituted for a Congressional Budget Justification (CBJ) indicator.

**Bureau Owner: Resource Management**

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Planning and Accountability
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Status of Global Financial Management Systems (GFMS) Software
FY 2009 Target	Implement processes to provide data from the Global Financial Management System to the Enterprise Data Warehouse.
FY 2009 Rating and Result	<b>Rating: On Target</b> Processes have been established to provide data from GFMS to the Enterprise Data Warehouse.
Reason for Discontinuation	Global Financial Management Systems (GFMS) Software has been implemented and consequently has transitioned into an ongoing operations and maintenance phase.

**Bureau Owner: Science and Technology Adviser**

<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Information Technology
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Number of Science and Technology Fellows and Recruits
FY 2009 Target	Fifty (50 American Association for the Advancement of Science (AAAS) and other Science and Technology fellows working at the Department. A sixth group of 10 Jefferson Science Fellows is assigned in September 2008 and 75 percent of alumni continue to consult for the Department. Diplomats in Residence continue to actively recruit new fellows. Seventy (70) percent of the Jefferson Science Fellows (JSF) program costs assumed by the Department. Continued co-sponsorship of AAAS recruitment booth. At least 35 Embassy Science Fellows (ESF) and 40 new Foreign Service Officers in the entry courses (A-100) with strong science and technology credentials. Five new Science and Technology positions sponsored by other U.S. Government agencies are established in embassies and USAID missions.
FY 2009 Rating and Result	<b>Rating: On Target</b> A total of 32 AAAS fellows were working at State, eight new AAAS fellows at USAID. Ten Jefferson Science Fellows (JSF) were appointed and three were assigned in USAID. Over half the JSF alumni consult for the Department and, as scheduled, 70 percent of the JSF program costs were assumed by the Department. The Office of Science and Technology Advisor to the Secretary (STAS) partnership with the Equal Opportunity Employer Office of Recruitment, Examination and Employment (HR/REE) continued and STAS actively supported Diplomats in Residence. There were 32 Embassy Science Fellows (ESF) assigned, slightly below our target. In other developments the Adviser's initiative to establish a Science Diplomacy Corps (SDC) moved forward and served as foundation for the President's Cairo Initiative and designation of Science Envoyes enlisted from U.S. Nobel Laureates and other US experts to participate in 1-2 week programs overseas to foster our Science Diplomacy, good will and research cooperation.
Reason for Discontinuation	The Department's methodology for selecting indicators has changed to focus on quantifiable, outcome-oriented indicators.

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<b>STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES</b>	
<b>Strategic Priority</b>	Human Resources
<b>Bureau Goal</b>	Increase Human Resource and Training for a more Science and Technology-Literate Workforce
<b>Indicator</b>	Status of Science and Technology Fellows and Science and Technology-Literate Recruits at State
<b>FY 2009 Target</b>	At least 50 AAAS and other Science and Technology fellows are at State and USAID. The fifth group of seven Jefferson Science Fellows is assigned in September 2008. Over half the JSF alumni consult for the Department. The JSF program is being institutionalized with 70 percent of the program costs assumed by the Department. HR/REE and STAS continue recruitment and outreach activities with interns, professional societies and at meetings and conferences. Diplomats in Residence actively recruit new JSF prospects. There are at least 40 Embassy Science Fellows (ESF). The Adviser's initiative to establish a Science Diplomacy Corps (SDC) is approved. It combines the ESF and a Science Envoys program to enlist U.S. Nobel Laureates and other U.S. experts to participate in one to two week programs overseas to foster our Science Diplomacy, good will and research cooperation.
<b>FY 2009 Rating and Result</b>	<b>Rating: On Target</b> Beginning October 2008 STAS initiated a monthly Jefferson Science Fellow Distinguished Lecture Series to raise general appreciation for the substance of science and engineering fields and issues in foreign and development policy. Attendance included outside experts so general networking was also strengthened. The office continued curriculum development in strategic Science and Technology areas, particularly in support the biannual ESTH training courses for foreign service (FS), civil service (CS) and Foreign Service National (FSN) personnel. STAS also worked with USAID to identify opportunities for more regular joint training programs with the Foreign Service Institute (FSI), National Defense University (NDU), Army War College and the National Defense Intelligence College with an emphasis on comingling new FS, CS and USAID officers with IC and Department of Defense (DOD) counterparts.
<b>Reason for Discontinuation</b>	The Department's methodology for selecting indicators has changed to focus on quantifiable, outcome-oriented indicators.

**Bureau Owner: South and Central Asian Affairs**

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Security Cooperation and Security Sector Reform
<b>Bureau Goal</b>	Afghanistan and Pakistan: Developing the Capacity to Provide Long-Term Security
<b>Indicator</b>	Status of Capacity Building of the Afghan National Security Forces to Defend a Credibly Elected Afghan Government and its Territory from External and Internal Threats
<b>FY 2009 Target</b>	One percent increase in international contributions – weapons, equipment and trainers/mentors – to the Afghan National Security Forces over FY 2008.
<b>FY 2009 Rating and Result</b>	<b>Rating: Above Target</b> October 2008 37 OMLTs (these are small groups of experts who train ANSF forces) December 2009 63 OMLTs  A 70% increase in training teams in slightly over a year
<b>Reason for Discontinuation</b>	New indicators currently being developed by Special Representative Holbrooke's Office and will be reported in the FY 2011 CBJ for State Operations

**Bureau Owner: Trafficking in Persons**

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<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Transnational Crime
<b>Bureau Goal</b>	Recruit and retain qualified and versatile employees.
<b>Indicator</b>	The Bureau of Trafficking in Persons (G/TIP) staff educates and trains other U.S. Government employees and international visitors on trafficking in persons.
FY 2009 Target	Twenty-five percent of staff conducts two training opportunities for other U.S. Government personnel and other country officials on prosecution of traffickers, protection of victims, and prevention of trafficking in persons.
FY 2009 Rating and Result	<b>Rating: On Target</b> Twenty-five of staff conducted two training opportunities
Reason for Discontinuation	The Department's methodology for selecting indicators has changed to focus on outcome-oriented indicators.

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Transnational Crime
<b>Bureau Goal</b>	Strategies to prevent all forms of trafficking are developed and implemented.
<b>Indicator</b>	Increased global media coverage of human trafficking.
FY 2009 Target	The number of global media impressions increases by five percent.
FY 2009 Rating and Result	<b>Rating: Above Target</b> Global media impressions - eight percent increase (1.5 million) Use of website - six percent increase Ten digital video conferences (DVCs) were conducted Thirty-two trainings were held
Reason for Discontinuation	The Department's methodology for selecting indicators has changed to focus on quantifiable, outcome-oriented indicators.

**Bureau Owner: Verification, Compliance, and Implementation**

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<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Compliance with Arms Control, Nonproliferation, and Disarmament Agreements and Commitments.
FY 2009 Target	<p><b>Noncompliance Report (NCR)</b> - Prepare, coordinate, and submit 2009 NCR to Congress.</p> <p><b>Strategic Arms Reduction Treaty (START)</b> – Continue to assess Russia’s compliance with START.</p> <p><b>Chemical</b> - Prepare the 2007-2008 Chemical Weapons Convention Condition 10C Report to Congress. Take steps to bring those Parties that have not made initial declarations into compliance.</p> <p><b>Conventional</b> - If resolution with Russia is achieved resulting in ratification of and entry into force of the Adapted Conventional Armed Forces in Europe Treaty by all States Parties, take steps to implement new regime and lay groundwork for compliance assessment.</p> <p><b>Missiles</b> - Continue to monitor compliance by Libya and North Korea with their commitments. Continue to assess nations' compliance with the Missile Technology Control Regime.</p>
FY 2009 Rating and Result	<p><b>Rating: Improved But Not Met</b></p> <p><b>Compliance Report:</b> FY 2009 Compliance Report is in coordination. Goal is completion by the end of 2009.</p> <p><b>START:</b> Russia's compliance continuously assessed; identified issues raised directly with Russia in meetings of bilateral implementation body.</p> <p><b>Chemical:</b> Condition 10C Report prepared; awaits final clearance before submission to Congress. Bilateral and multilateral consultations undertaken to encourage and assist submission of declarations by states not in compliance. Two state parties that had not previously submitted declarations did so.</p> <p><b>Conventional:</b> Resolution with Russia not achieved; therefore, implementation steps not feasible.</p> <p><b>Missiles:</b> All targets met.</p>
Reason for Discontinuation	All FY 2009 targets were incorporated explicitly or implicitly in new FY 2011 indicators that reflect the Administration's priorities and approaches to the issues identified in the targets.

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Verification of Arms Control, Nonproliferation, and Disarmament Agreements and Commitments.
FY 2009 Target	<p><b>Strategic Arms Reduction Treaty (START)</b> – Pursue verifiable START Follow-on agreement.</p> <p><b>Nuclear</b> – Conduct comprehensive review of the verifiability of the Comprehensive Nuclear Test Ban (CTBT) and a Fissile Material Cutoff Treaty (FMCT). Continue nuclear-related phased dismantlement in North Korea. Establish mechanism for U.S. monitoring of North Korea's denuclearization. Monitor Iranian nuclear weapons program cessation/NPT compliance.</p> <p><b>Chemical</b> - Seek negotiations on North Korea's CWC accession and elimination of its chemical weapons program. Consider bilateral Article IX CWC compliance dialogue with Iran. Address Russia and China. Monitor Libya's CWC compliance.</p> <p><b>Biological</b> – Develop strategy for achieving transparency into North Korea’s biological capability. Encourage development of Confidence Building Measures.</p> <p><b>Missiles</b> - Pursue negotiations with North Korea on verifiable missile export ban and limitations on indigenous missile programs.</p>

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FY 2009 Rating and Result	<p><b>Rating: Improved But Not Met</b></p> <p><b>START:</b> START Follow-On negotiations actively underway.</p> <p><b>Nuclear:</b> Comprehensive Nuclear Test Ban (CTBT) verifiability review and work on FMCT verification proposal underway; to continue into FY 2010. North Korea reversed disablement, making establishment of a denuclearization monitoring mechanism moot. Iran continued to reject calls to stop its enrichment program but more nations are expressing concern about Iran's continued defiance.</p> <p><b>Chemical:</b> North Korea declined to discuss its chemical weapons program. Dialogue with Iran did not take place; meetings with other state parties on compliance resulted in corrective actions by those states. China agreed to and participated in bilateral meetings. Libya's chemical weapons compliance monitored.</p> <p><b>Biological:</b> No diplomatic opening from North Korea to permit dialogue.</p> <p><b>Missiles:</b> No action; Administration decision to focus solely on DPRK nuclear issues.</p>
Reason for Discontinuation	All FY 2009 targets were incorporated explicitly or implicitly in new FY 2011 indicators that reflect the Administration's priorities and approaches to the issues identified in the targets.

**Bureau Owner: Western Hemisphere Affairs**

<b>STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING</b>	
<b>Strategic Priority</b>	Offer a Positive Vision
<b>Bureau Goal</b>	Regional Publics Support Our Shared Values
<b>Indicator</b>	Media Placements and Interviews in Latin American regional media outlets.
FY 2009 Target	650 Placements
FY 2009 Rating and Result	<b>Rating: Above Target</b> 1630 placements
Reason for Discontinuation	The number of media placements, while key to measuring the volume of outreach of our overseas public diplomacy efforts, did not provide enough data on the quality and readership of those placements.

<b>STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY</b>	
<b>Strategic Priority</b>	Security Cooperation and Security Sector Reform
<b>Bureau Goal</b>	Indicator is a department level measure and was developed outside of bureau strategic planning process
<b>Indicator</b>	Number of Joint Operations and Exercises with Participating Countries in the Western Hemisphere.
FY 2009 Target	160
FY 2009 Rating and Result	<b>Rating: Above Target</b> 218
Reason for Discontinuation	This indicator focuses on counternarcotics and law enforcement activities. The decision to discontinue this performance indicator represents the view that hemispheric security is comprised of more than counternarcotics and law enforcement activities.