

STATE PROGRAMS

Proposed Appropriation Language

DIPLOMATIC AND CONSULAR PROGRAMS (INCLUDING TRANSFER OF FUNDS)

For necessary expenses of the Department of State and the Foreign Service not otherwise provided for, \$7,570,202,000, of which \$1,453,730,000 is for Worldwide Security Protection (to remain available until expended): Provided, That of the funds made available under this heading, \$3,000,000 is to strengthen the Department's acquisition workforce capacity and capabilities: Provided further, That, with respect to the previous proviso, such funds shall be available for training, recruitment, retention, and hiring members of the acquisition workforce as defined by the Office of Federal Procurement Policy Act, as amended (41 U.S.C. 401 et seq.): Provided further, That, with respect to the first proviso, such funds shall be available for information technology in support of acquisition workforce effectiveness or for management solutions to improve acquisition management: Provided further, That funds made available under this heading shall be allocated as follows:

(1) Human resources.—For necessary expenses for training, human resources management, and salaries, including employment without regard to civil service and classification laws of persons on a temporary basis (not to exceed \$700,000), as authorized by section 801 of the United States Information and Educational Exchange Act of 1948, \$2,628,275,000 to remain available until September 30, 2013, of which not less than \$140,314,000 shall be available only for public diplomacy American salaries, and \$211,815,000 is for Worldwide Security Protection and shall remain available until expended.

(2) Overseas programs.—For necessary expenses for the regional bureaus of the Department of State and overseas activities as authorized by law, \$2,424,318,000, to remain available until September 30, 2013, of which not less than \$396,161,000 shall be available only for public diplomacy international information programs.

(3) Diplomatic policy and support.—For necessary expenses for the functional bureaus of the Department of State including representation to certain international organizations in which the United States participates pursuant to treaties ratified pursuant to the advice and consent of the Senate or specific Acts of Congress, general administration, and arms control, nonproliferation and disarmament activities as authorized, \$946,615,000, to remain available until September 30, 2013.

(4) Security programs.—For necessary expenses for security activities, \$1,570,994,000, to remain available until September 30, 2013, of which \$1,241,915,000 is for Worldwide Security Protection and shall remain available until expended.

(5) Fees and payments collected.—In addition to amounts otherwise made available under this heading—

(A) not to exceed \$1,753,991 shall be derived from fees collected from other executive agencies for lease or use of facilities located at the International Center in accordance with section 4 of the International Center Act, and, in addition, as authorized by section 5 of such Act, \$520,150, to be derived from the reserve authorized by that section, to be used for the purposes set out in that section;

(B) as authorized by section 810 of the United States Information and Educational Exchange Act, not to exceed \$5,000,000, to remain available until expended, may be credited to this appropriation from fees or other payments received from English teaching, library, motion pictures, and publication programs and from fees from educational advising and counseling and exchange visitor programs; and

(C) not to exceed \$15,000, which shall be derived from reimbursements, surcharges and fees for use of Blair House facilities.

(6) Transfer, reprogramming, and spending plan.—

(A) Notwithstanding any provision of this Act, funds may be reprogrammed within and between subsections under this heading subject to section 7012 of this Act.

(B) Of the amount made available under this heading, not to exceed \$10,000,000 may be transferred to, and merged with, funds made available by this Act under the heading "Emergencies in the Diplomatic and Consular Service", to be available only for emergency evacuations and rewards, as authorized.

(C) Funds appropriated under this heading are available for acquisition by exchange or purchase of passenger motor vehicles as authorized by law and, pursuant to 31 U.S.C. 1108(g), for the field examination of programs and activities in the United States funded from any account contained in this title.

(D) Of the amount made available under this heading, not to exceed \$1,000,000 may be transferred to, and merged with, funds made available by this Act under the heading "Representation Allowances", to be available for official representation activities, as authorized

CAPITAL INVESTMENT FUND

For necessary expenses of the Capital Investment Fund, \$125,000,000, to remain available until expended, as authorized: Provided, That section 135(e) of Public Law 103–236 shall not apply to funds available under this heading.

IT INNOVATION FUND

SEC. 7054. Of the funds appropriated or otherwise made available for "Diplomatic and Consular Programs" or "Capital Investment Fund", up to \$2,000,000 may be made available, including through grants and cooperative agreements, to support training, workshops, conferences, or other programs to enhance the capacity of foreign governments, nongovernmental organizations, and civil society in foreign countries to use technology in support of economic development, education, and health objectives.

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Resource Summary (1) (\$ in thousands)

	FY 2010 Actual (3)	FY 2011 CR (2)	FY 2012 Request
State Programs Appropriations	9,597,575	7,025,546	7,695,202
Diplomatic & Consular Programs - Ongoing Operations	9,458,575	6,886,546	7,570,202
Diplomatic & Consular Programs	5,720,720	5,041,725	5,620,572
Iraq Operations	2,151,641	442,795	495,900
Worldwide Security Protection	1,586,214	1,402,026	1,453,730
Capital Investment Fund	139,000	139,000	125,000
Fees	1,804,495	2,178,862	2,287,113
Border Security Program Fees	1,582,662	1,989,552	2,084,982
IT Central Fund (Expedited Passport Fees)	161,500	127,000	139,000
Other Fees	60,333	62,310	63,130

(1) Diplomatic and Consular Programs Appropriation table includes funding for Overseas Contingency Operations (OCO) in FY 2010, and excludes funding for OCO in FY 2011 and FY 2012, which is shown in a separate OCO table.

(2) FY 2011 CR column represents the annualized amount provided by the Continuing Appropriations Act, 2011 (P.L. 111-242), as amended.

(3) FY 2010 Actual reflects the following transfers out: \$51.454 million to other agencies for Afghanistan operations; \$22.0 million to Buying Power Maintenance Account; \$14.4 million to Embassy Security, Construction, and Maintenance, of which \$6.9 million is for the American Center Rangoon, Burma, and \$7.5 million is for new residential leases; \$1.984 million to Payment to the American Institute in Taiwan; and \$361,000 to Representation Allowances. FY 2010 Actual includes \$1.322 billion provided by the Supplemental Appropriations Act, 2010 (P.L. 111-212), net of \$3.7 million transferred to Emergencies in the Diplomatic and Consular Service and \$175,000 transferred to Repatriation Loans Program Account.

Overview

Charged with implementing U.S. foreign policy in an era of extraordinary challenges, the Department of State projects a robust American presence around the world. Through a network of more than 260 posts in over 180 countries, the Department engages globally to advance together national security interests, U.S. development efforts, and American democratic values. The Department manages official relations with foreign governments and international organizations, as well as provides services to American citizens, supports U.S. businesses, reaches out to foreign publics through public diplomacy, and develops the extensive local contacts necessary to conduct the business of foreign affairs.

State Programs appropriations (Diplomatic and Consular Programs and the Capital Investment Fund) address operating requirements to fulfill the Department's mandates as a national security institution. These appropriations support the people, platform, and programs necessary to meet the international challenges to American security and welfare.

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Highlights by Account

Diplomatic and Consular Programs – Ongoing Operations

The FY 2012 request for Diplomatic and Consular Programs (D&CP) Ongoing Operations is \$6,116,472,000, a net decrease of \$1,755,889,000 below the FY 2010 Actual level. The decrease reflects the Department's intent to shift resources into a newly established Overseas Contingency Operations (OCO) title for Iraq, Afghanistan and Pakistan providing increased transparency for these critical resources (See OCO chapter for more details). The remaining request for enduring programs provides resources to promote diplomatic solutions, including positions for language and critical skills development and public diplomacy programs, and to provide for the domestic and overseas inflation, and other mandatory and high priority increases.

Diplomatic and Consular Programs - Worldwide Security Protection

The FY 2012 request for Worldwide Security Protection (WSP) is \$1,453,730,000, a net decrease of \$132,484,000 below the FY 2010 Actual level, which will provide funding for the protection of life, property, and information of the Department of State. WSP funding supports security staffing of more than 1,683 personnel and a worldwide guard force protecting overseas diplomatic missions, residences, and domestic facilities.

Capital Investment Fund

The FY 2012 request of \$125,000,000 for the Capital Investment Fund (CIF) sustains the Department's program of investment in information technology (IT). The FY 2012 IT Central Fund, which includes the CIF combined with \$139,000,000 in estimated Expedited Passport Fees, will provide a total of \$264,000,000 to support the Department's IT and communications systems initiatives.

Border Security Program

The FY 2012 request for the Border Security Program is \$2,084,983,000 to be funded by Machine Readable Visa (MRV), Enhanced Border Security Fee, Western Hemisphere Travel Initiative surcharge, Diversity Lottery fees, Fraud Prevention and Detection fees, and other consular fees.

Other Fees

Diversity Lottery and Affidavit of Support Fees – The FY 2012 program includes an estimate of \$24,700,000 for the Diversity Lottery Program. Section 636 of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 provides that the Department may collect and retain a fee that ensures the recovery of the cost to the Department of allocating and processing applications for visas to be issued under the Diversity Lottery Program. The Department's fee is imposed on successful applicants for the Diversity Lottery Program to ensure that the costs of administering the lottery are recovered from actual users. These fee collections are available to provide consular services. The request also includes \$23,000,000 for the Affidavit of Support (AOS) Program that is funded from a fee collected from persons submitting AOS documentation.

Defense Trade Control Fees – The FY 2012 program includes an estimate of \$27,000,000 for Defense Trade Control Registration Fees in accordance with Section 45 of the State Department Basic Authorities Act, as amended. These fees are available without fiscal year limitation to pay specified expenses incurred for defense trade control license application processing and other functions.

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Commercial Services Fees – The FY 2012 program includes an estimate of \$130,000 for fees charged for the cost of providing commercial services at posts in countries where the Department of Commerce does not perform commercial services for which it collects fees. Pursuant to section 52 of the State Department Basic Authorities Act, as amended, these fee collections are available until September 30th of the fiscal year following the fiscal year in which the funds were deposited.

United States Information and Educational Exchange (U.S.I.E.E.) Fees – As authorized by section 810 of the United States Information and Educational Exchange Act, the request includes not more than \$6,000,000 that may be credited to the Diplomatic and Consular Programs appropriation from fees and other payments received from English teaching, library, motion picture, and publications programs, and from fees from educational advising and counseling, and exchange visitor programs.

Highlights by Activity

Policy Formulation and Executive Direction (\$335,785,000 from direct appropriations) – Direction, policy formulation, and coordination are provided by the Secretary, the Deputy Secretary, the Under Secretaries, Assistant Secretaries and other bureau heads, chiefs of diplomatic missions, and their immediate staffs. They are assisted by legislative affairs and public affairs staffs who explain to the Congress and the American public the U.S. position on foreign policy issues and interests managed by the Department.

Diplomatic Relations (\$1,209,689,000 including \$1,182,559,000 from direct appropriations, \$27,000,000 from Defense Trade Control Registration Fees, and \$130,000 from Commercial Services Fees) – The conduct of diplomatic relations involves a wide spectrum of activities, such as:

- In-depth knowledge and understanding of political and economic events in many nations are basic requirements of diplomacy. Achieving U.S. foreign policy objectives requires quality reporting, analysis, and personal contact work at more than 270 missions abroad and by expert staffs in Washington.
- Management of U.S. participation in arms control, nonproliferation, disarmament negotiations, and other verification and compliance activities.
- International economic and trade diplomacy and in-country services to American businesses are vital to the health of the American economy. The world continues to become more interrelated economically through international form such as the North American Free Trade Agreement, the General Agreement on Tariffs and Trade, and Asia-Pacific Economic Cooperation (APEC).
- Promoting human rights internationally, supporting emerging democracies and economic development, improving the global environment, and meeting humanitarian emergencies that destroy political and economic well-being and stability are vital to America's long-term interest.
- Keeping abreast of scientific and technological developments abroad.

Public Diplomacy Activities (\$542,475,000 including \$536,475,000 from direct appropriations and \$6,000,000 from U.S.I.E.E. Fees) – Public diplomacy activities of the U.S. Government(USG) are intended to engage, inform, and influence foreign publics and broaden dialogue between American citizens and institutions and their counterparts abroad. Public Diplomacy within the Department of State continues to operate under the authority of the Smith-Mundt Act of 1948, as amended, the Fulbright-Hays Act of 1961 as amended and other statutes.

Consular Relations (\$2,468,029,000 including \$353,046,000 from direct appropriations; \$7,000,000 from Diversity Lottery Fees; \$23,000,000 from Affidavit of Support Fees; \$1,076,663,000 from Machine Readable Visa Fees; \$44,000,000 from H-1B and L Fraud Prevention Fees, \$365,750,000 from the Western Hemisphere Travel Initiative Surcharge; and \$598,570,000 from Enhanced

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Border Security Program fees, including \$17,700,000 in other Diversity Lottery Fees) – Consular relations includes appropriated funding that supports a range of services to American citizens, as well as fee-funded programs for the secure processing of passports and visas. The events of September 11, 2001 demonstrated the national security imperative to have a robust and sophisticated system to process persons seeking visas to travel to the United States. The Department has faced major increases in the cost of providing consular services as a result of enhanced security measures implemented to strengthen U.S. homeland security. This requirement continues to be a high priority for the Department of State operations:

- Non-immigrant visa requests from foreign tourists, students, business people, investors, and government officials undergo a rigorous adjudication process at missions abroad. In FY 2010, the Department processed 7.5 million non-immigrant visa applications that generated Machine Readable Visa fee revenue. All applicants undergo a thorough screening to help ensure U.S. homeland security. The State Department expects that demand for non-immigrant visa services in FY 2011 and FY 2012 will increase moderately above the FY 2010 level.
- Persons seeking immigrant visas to the United States also undergo comprehensive screening during the adjudication process by Consular Officials overseas. In FY 2010, the Department processed a total of 585,000 immigrant visa applications. This workload is expected to increase slightly in FY 2011 and FY 2012.
- Routine and emergency assistance must be provided to American citizens in distress overseas. In FY 2011 and FY 2012, the Department projects that it will respond to 2.2 million citizen services requests worldwide each year.
- American travelers and the U.S. travel industry need to be aware of dangerous situations abroad. The Bureau of Consular Affairs does this through a comprehensive Consular Information Program including: Consular Information Sheets, Travel Warnings, Travel Alerts, Smart Traveler Enrollment Program (STEP), as well as numerous tips to travelers through the Department's website at: <http://travel.state.gov>.
- Passport applications must be adjudicated, and passports must be issued or denied for U.S. citizens wanting to travel abroad. In FY 2010, the Department adjudicated 13.9 million travel documents. The Department estimates passport workload (including passport books and passport cards) in FY 2011 and FY 2012 to be 13.9 million and 14.3 million respectively.

The worldwide Border Security Program supports programs within Consular Relations, Diplomatic Security/Law Enforcement Cooperation, Information Resource Management and Training. These cross-cutting programs are required to secure American borders against terrorists, international criminals, or persons whose presence in the United States would violate U.S. immigration law. The Border Security Program will continue to enhance and refresh the equipment and systems that support worldwide consular activities. The Program will continue: the modernization of the hardware and software systems that support visa name checks; operating the Border Crossing Card Program in Mexico; implementing biometric collection from visa applicants; strengthening cooperation between the consular and United States law enforcement and intelligence communities; enhancing American Citizen Services; and providing for the staff and operating costs of the Border Security Program. The Border Security Program is funded from MRV fees and other fees instituted to fund program expenses, including Enhanced Border Security fees and the Western Hemisphere Travel Initiative Surcharge.

Supporting Multilateral Diplomacy (\$74,158,000 from direct appropriations) – The United States participates in international organizations because it has an interest in working with other nations to maintain stability, uphold laws, facilitate commerce, spur economic growth, maintain a healthy environment, address urgent humanitarian needs, and halt the spread of weapons of mass destruction.

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Organizations in which the United States plays a leading role include the United Nations (UN), regional bodies such as North Atlantic Treaty Organization and the Organization of American States, and a variety of more specialized and technical organizations. The Department monitors and participates in the organizations through both headquarters staff and its missions to the larger organizations. The increasingly complex nature of world problems makes U.S. involvement in these multilateral organizations even more important to America's future. This activity also includes funding for State Department participation in international conferences.

Diplomatic Security/Counter-Terrorism/Worldwide Security Protection (\$1,950,716,000 from direct appropriations) – These activities provide resources, allocated by application of risk management principles are necessary to meet security responsibilities, both foreign and domestic. Included in these activities are:

- Protection of overseas U.S. Government employees through local guards, technical security measures, residential security measures, and armored vehicles;
- Protection of the Secretary and visiting or resident foreign diplomats and dignitaries;
- Counterterrorism policy formulation, coordination, and research and development as well as investigations to detect passport, visa, and federal benefits fraud;
- Management of security operations at missions;
- Protection of information at domestic locations headquarters through domestic guards and physical security equipment and measures;
- Protection of information worldwide through diplomatic couriers, electronic and security equipment, secure conference rooms, development and application of standards for information security, and security protection and inspection of construction property; and
- Counterintelligence investigations, background security investigations, and evaluations.

The Department works closely with other governments to strengthen international counterterrorism cooperation, sends expert teams to augment U.S. embassies in crisis situations, and eliminates physical security vulnerabilities at U.S. diplomatic missions.

Information Resource Management (\$938,822,000 including \$799,822,000 from direct appropriations and \$139,000,000 from Expedited Passport Fees) – This program provides the resources for the creation, collection, processing, transmission, and storage of information required for the conduct of foreign policy. The President, Secretary of State, and the Department; its overseas missions and approximately 100 other government organizations drive the resource requirements. This activity includes:

- Corporate information systems and services such as core foreign affairs systems supporting the Secretary and principal officers; consular systems for passport and visa issuance and reporting; financial systems; administrative systems for personnel and property; and information services provided by Departmental libraries and publishing, records, Freedom of Information Act, and historical offices;
- Infrastructure systems such as mainframe computer centers; automated data processing, communication and message centers at headquarters and at missions abroad; mail and pouch services; and special communications support for the Secretary and the White House at meetings abroad; and
- Development and maintenance of software and hardware for classified and unclassified word processing, electronic mail, spreadsheets, graphics, and data base management.

Training Services (\$217,395,000 from direct appropriations) – Investments in training are vital to a changing and streamlining organization. Training programs provide the language, area studies,

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information technology, consular, and other professional skills needed for the conduct of foreign relations. The Department's training program is the principal responsibility of the Foreign Service Institute, which has an innovative training strategy designed to support directly new and emerging policy and management priorities.

Medical Services (\$51,776,000 from direct appropriations) – The Medical Program promotes the health of all under its care by encouraging prevention of illness and facilitating access to health care. This activity encompasses medical programs for the Department of State and the Foreign Service as well as other USG departments and agencies overseas. Approximately 31,000 employees and their eligible family members receive medical care at about 200 overseas health units overseas and in Washington, D.C.

Rental Payments to GSA (\$231,337,000 from direct appropriations) – GSA finances its real property management activities through user charges, set at commercially comparable rates, collected from agencies occupying GSA-controlled properties. This funding provides payment for domestic space occupied by the Department.

Overseas Program Support (\$1,102,822,000 from direct appropriations) – This activity includes operations activities at more than 260 posts abroad, including personnel and financial management services, building maintenance staff, shipping and customs clearance, and motor pool services.

Domestic Infrastructure and Program Support (\$663,582,000 from direct appropriations) – This activity includes the infrastructure located in the United States that is dedicated to the administrative support of U.S. diplomatic activities and other USG agencies overseas, such as domestic personnel and financial management services, domestic building operations and routine maintenance, acquisition services, and other general administrative services.

Post Assignment Travel (\$195,729,000 from direct appropriations) – Post Assignment Travel funds the cost of travel, transportation, and related items in connection with the appointment, transfer, and separation of the Department's American full-time permanent staff and their families. Tours of duty are generally three or four years at most overseas posts, and one or two years at posts with hardship conditions.

State Programs by Activity (\$ in thousands)

Activities	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Policy Formulation	304,202	318,125	335,785
Conduct of Diplomatic Relations	1,615,383	988,848	1,209,689
Public Diplomacy	518,887	508,479	542,475
Conduct of Consular Relations	1,850,842	2,264,199	2,468,029
Multilateral Diplomacy	66,934	67,881	74,158
Diplomatic Security/Counterterrorism/Worldwide Security Protection	3,365,850	1,852,764	1,950,716
Information Resource Management	983,794	908,533	938,822
Training Services	218,939	218,939	217,395

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Activities	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Medical Services	52,497	52,034	51,776
Rental Payments to GSA	217,315	229,022	231,337
Overseas Program Support	1,402,894	1,008,644	1,102,822
Domestic Infrastructure and Program Support	610,764	593,171	663,582
Post Assignment Travel	193,769	193,769	195,729
Total	11,402,070	9,204,408	9,982,315

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Highlights of Budget Changes (1)

(\$ in thousands)

	D&CP Ongoing Operations	Worldwide Security Protection	D&CP Total
FY 2011 CR (2)	5,484,520	1,402,026	6,886,546
Built-in Changes			
Base Adjustments	267,953	(12,216)	255,737
Technical Change	334,000	0	334,000
Administrative Savings/Operational Level Adjustment	(66,047)	(13,416)	(79,463)
Program Funding Regularization	0	1,200	1,200
Annualization of Requirements	81,362	0	81,362
Annualization of Prior Year Requirements	81,362	0	81,362
Anticipated FY 2012 Wage & Price Requirements	96,898	32,522	129,420
Overseas Inflation	26,134	4,785	30,919
Domestic Inflation	30,922	6,741	37,663
GSA Rents	1,258	1,057	2,315
Medical Inflation	576	0	576
Local Guard Program & Other Global Inflation	38,008	19,939	57,947
Total, Built-in Changes	446,213	20,306	466,519
Total, Current Services	5,930,733	1,422,332	7,353,065
Program Changes			
Human Resources	49,829	0	49,829
Overseas Programs	85,569	0	85,569
Diplomatic Policy and Support	42,762	0	42,762
Security Programs	7,579	31,398	38,977
Total, Program Changes	185,739	31,398	217,137
Total, FY 2012 Request	6,116,472	1,453,730	7,570,202

(1) D&CP Highlights of Budget Changes table excludes funding for Overseas Contingency Operations (OCO), which is shown in a separate OCO table.

(2) FY 2011 CR column represents the annualized amount provided by the Continuing Appropriations Act, 2011 (P.L. 111-242), as amended.

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Diplomatic and Consular Programs – Ongoing Operations

The FY 2012 request for Diplomatic and Consular Programs (D&CP) Ongoing Operations is \$7.6 billion, a decrease of \$1.9 billion below the FY 2010 Actual funding level of \$9.5 billion. The decrease reflects the Department's intent to shift resources into a newly established Overseas Contingency Operations (OCO) request for Iraq, Afghanistan and Pakistan. The FY 2012 request of \$7.6 billion maintains the Department's ongoing operations resources to support base "enduring" non-OCO funding and includes \$6.1 billion for D&CP ongoing operations and \$1.4 billion for Worldwide Security Protection. Shifting the OCO resources into a separate request gives an increased level of transparency to these critical resources (See OCO chapter for more details). The \$1.9 billion decrease includes a net increase of \$466.5 million for current services and a net increase of \$217.1 million in program changes. The net increase for FY 2012 base adjustments and built-in changes covers the GSA rent increase, medical inflation, local guard program inflation, average 2.0 percent increase for domestic non-wage inflation over FY 2010, and an overall average 4.7 percent increase for overseas non-wage inflation. The Department is not requesting funding for salary cost of living adjustments (COLAs) consistent with Administration policy and the provisions of P.L. 111-242.

The current services request includes \$344 million for the technical restoration of consular operations funding that was attributed to a consular fee retention proposal in the FY 2011 budget request. In addition, the current services request reflects a reduction of \$79 million in efficiency savings adjustments in support of the President's message on fiscal discipline and spending restraint. The Administration is pursuing an aggressive Government-wide effort to curb administrative spending. In FY 2012, all agencies will be required to participate in the Accountable Government Initiative to reduce these expenses. In accordance with this initiative, the efficiency savings adjustments assume reductions to the following activities: advisory contracts; travel of people and things; printing; and supplies.

A summary of these increases and decreases follows:

- Base Adjustments: \$255.7 million
- Annualization of Prior Year Requirements: \$81.3 million
- Anticipated FY 2012 Price Requirements: \$129.4 million

FY 2012 Program Changes

Human Resources: \$49,829,000 and 133 Positions

Human Resources Initiative: The Department requests a total of \$56,751,000 including 148 positions, of which \$49,829,000 including 133 direct positions is included in this heading, and \$6,922,000 including 15 positions for Public Diplomacy (PD) is included in the Overseas Programs category.

See the Human Resources Initiative section.

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Overseas Programs: \$85,569,000 including 2 Positions (\$6,922,000 for PD positions included in the HR section)

Bureau of African Affairs: \$7,395,000 of which \$1,300,000 is PD

The request includes \$6.1 million to expand the diplomatic platform in three critical regions in Africa: Kano in Northern Nigeria; Juba in Southern Sudan; and Goma in the eastern region of the Democratic Republic of Congo. A new consulate in Kano would facilitate public outreach and dialogue with inter-faith communities; promote democratization and stability within Nigeria and beyond; support civil society; and improve engagement on counter-terrorism. With the expectation that the Southern Sudanese would vote for independence in January 2011, the Department initiated a diplomatic surge in FY 2011 to support: U.S. efforts related to the conduct of the referenda in January 2011; conflict prevention; and early assistance and stabilization of the anticipated independent government of Southern Sudan. An expanded presence in Goma would help prevent the resurgence of one of the most violent conflicts in Africa by reporting on and influencing political events, as well as facilitate monitoring of and assistance to the enormous population of refugees and Internally Displaced Persons.

The request will support opening and operating New Embassy Compounds (NECs) currently under construction in Bujumbura, Djibouti, Libreville and Monrovia.

\$1.3 million is also requested to renovate and expand the American Center in Lusaka; open a new American Center in Kano; and renovate the Congolese-American Language Institute in Kinshasa. These projects will provide more secure and better equipped facilities to further engagement with the public to increase understanding of and respect for American society, values and policies.

Bureau of East Asian and Pacific Affairs: \$1,462,000

The Department requests \$1.5 million to provide for swing space costs in Jakarta, Indonesia, while the Embassy is demolished and rebuilt, and to provide for increased costs of the new office annexes in Manila, Philippines.

Bureau of European and Eurasian Affairs: \$3,339,000

The Department requests \$3.3 million for increased utility and maintenance contract costs for the NECs in Belgrade, Bucharest, Kyiv, Riga, and Valletta.

Bureau of Near Eastern Affairs: \$500,000

The Department requests \$500,000 for the annualization of the costs related to increased ICASS staffing, utilities and maintenance costs for the New Consulate Compound (NCC) in Dubai opening in late FY 2011.

Bureau of South and Central Asian Affairs: \$1,882,000 for Public Diplomacy operations

The Department requests \$1.9 million for PD outreach operations. The total funding level also reflects a shift of \$93.9 million to OCO funding for Afghanistan and Pakistan operations.

Bureau of Western Hemisphere Affairs: \$4,000,000

The Department requests \$2.0 million for the 2012 Summit of the Americas (SOA), which will be hosted in Cartagena, Colombia. This amount closely approximates the actual amount that was spent on the 2009

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SOA hosted in Port-of-Spain. The request also includes \$2.0 million to support one-time and recurring costs for the NCC slated to open in Monterrey, Mexico.

Post Assignment Travel: \$5,850,000

The Department requests resources to fund the permanent change of station requirements for newly hired FS personnel in support of the Department's Diplomacy 3.0 Initiative. Additional resources are needed to ensure the timely deployment of newly hired FS personnel, their families and their personnel effects.

Office of International Conferences: \$26,150,000

The U.S. will host the 2012 NATO Summit; a firm location has not been announced. This meeting, which is not held as regularly as NATO ministerial meetings, serves as an important periodic opportunity for Heads of State and Heads of Government of NATO member countries to evaluate and provide strategic direction for Alliance activities. Site selection is still underway and expected to be completed in spring 2011. Resources requested will support costs associated with the rental facilities to hold the conference, facility staging, and travel and transportation expenses in addition to other administrative support services.

Office of the Medical Director: \$501,000 including 1 Position

The Department requests \$501,000 to fund one new Foreign Service Health Practitioner position in Juba. The Office of the Medical Director serves over 55,000 employees and family members assigned overseas. This expanding community will increase to approximately 60,000 employees and family members in FY 2012. The increased demand for medical services continues unabated due to the expanding U.S. diplomatic presence overseas and changing expectations. American diplomats and families are willing to take risks by serving in posts with inadequate medical care and greater potential for contracting serious infectious diseases, and they should receive excellent primary care.

Public Diplomacy: \$37,672,000 and 16 Positions

See the Public Diplomacy section for resource details. See the Human Resource Initiative section for details regarding the regional bureau positions, including PD positions.

Diplomatic Policy and Support: \$42,762,000 and 37 Positions

Office of the Secretary: \$595,000 including 3 Positions

High Priority Goals: \$491,000 including 2 Positions

The Department requests \$491,000 to support two Civil Service positions for the Office of the Secretary. These positions will provide program coordination and management support, including policy and budget oversight for the Secretary's Global Health and Climate Change initiatives.

Office of the Executive Secretariat: \$104,000 including 1 Position

The Office of the Secretary has two travel technicians who provide all travel support to thirty-two offices supported by the Secretary's Executive Office (S/ES-EX). Additional staffing is paramount in order to provide adequate travel support to the Department's Principals, Special Envoys and Advisors, as well as other support personnel.

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Office of the Chief of Protocol: \$193,000 including 1 Position

The Office of the Chief of Protocol requests funding for one new position to help meet the expanding mission challenges and increasing demands on existing staff. The additional position would enable Protocol to reach out to the Diplomatic Corps and ensure their involvement in Joint Meetings and Sessions of Congress, speaker programs, official and ceremonial events hosted by the Secretary or Chief of Protocol, as well as cultural experiences and travel to other parts of America.

Bureau of Legislative Affairs: \$68,000

The Administration seeks to increase engagement with key Congressional leadership and committee staff. The Department requests \$40,000 for additional temporary duty travel to accompany congressional delegations and staff delegations. In FY 2010, the Bureau supported Congressional delegations to the 15th Session of the Conference of the Parties (COP-15) Conference in Copenhagen and is preparing for the COP-16 Conference in FY 2011.

The Department also requests \$28,000 to increase mobile computing capabilities for bureau staff and to ensure that the Bureau has a representative in all Emergency Task Forces and Monitoring Groups. These tools allow essential bureau personnel to maintain critical connectivity to support CODEL travel, staffing of Task Forces, including Congressional Inquiries Task Force, and other important activities remotely. The Department's Senate Liaison Office opened in FY 2010 and will continue to be staffed. Resources requested will support an increase in operational requirements for this office and ensure these staff members have remote computing capabilities.

Bureau of Public Affairs (PA): \$193,000 including 1 Position

The Department requests \$193,000 for a new domestic Public Affairs position to support the ongoing work of communicating the Administration's foreign policy message to a domestic and global audience through the use of traditional and new media, State.gov, Foreign Journalist Tours, Daily Press Briefings, and making the American Foreign Policy story visible through historical presentation and outreach. PA carries out the Secretary of State's mandate to convey to the public the importance of U.S. foreign policy.

Bureau of Intelligence and Research (INR): \$8,884,000 including 2 Positions

Countering Violent Extremism Program: \$5 million

The Department requests resources for INR to oversee and fund a program evaluation of government-wide Countering Violent Extremism (CVE) programs. INR will award a contract for this study to a non-governmental, research-oriented organization that will identify and use private sector marketing expertise on research methodologies.

Enterprise Audit and Insider Threat Detection: \$3.55 million

The Department requests resources to establish counterintelligence analysis capability to detect and analyze anomalous behavior in support of the insider threat program. The funding will provide hardware and software to support initial audit generation, collection, and monitoring capabilities for a limited set of critical intelligence information; hardware to support audit sharing capability on a selected set of information resources; limited audit data storage capability; limited automation of insider threat data feeds into a core analytical application to proactively identify insider threats; and an insider threat computer-based training program.

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Foreign Public Opinion Surveys and Media Analysis: \$193,000 including 1 position

Helping to root out terrorism and create a viable government in Afghanistan is one of the U.S. Government's top foreign policy and national security priorities. This civil servant position will commission additional public opinion polls and provide additional analyses of public opinion in Afghanistan to U.S. officials.

Counterterrorism Support: \$141,000 including 1 position

The Department requests funding for one counterterrorism (CT) analytic tradecraft expert position that will be specifically responsible for developing, refining and applying specific analytic tradecraft and methodological expertise to enhance CT analysis and to promote best practices. These resources are required to implement the President's direction to "take further steps to enhance the rigor and raise the standard of tradecraft of intelligence analysis, especially analysis designed to uncover and prevent terrorist plots." (This is a reimbursable position funded by ODNI.)

Bureau of International Security and Nonproliferation (ISN): \$386,000 including 2 Positions

The Department requests one senior-level officer for ISN's new Office of Missile, Biological, and Chemical Nonproliferation. This office has one senior-level incumbent to work on missile nonproliferation issues at the policy level and needs another for chemical and biological nonproliferation issues at the policy level. ISN also requests funding to convert a contractor to a permanent position for the Office of Export Control Cooperation. The office manages the Export Control and Related Border Security (EXBS) foreign assistance program which provides assistance to over 50 countries. This division coordinates over \$50 million in obligations. Conversion of this position would ensure more effective program management.

Bureau of Political Military Affairs: 11 Positions

The Department requests funding for eleven Directorate of Defense Trade Controls (DDTC) positions to help meet the requirement of NSPD-56. The DDTC needs congressional authorization to fill four regional and six functional positions, as well as one additional Attorney/Advisory position. If DDTC's statutory authorities regarding the use of registration fees are expanded the additional DDTC personnel will be paid for through fees collected by DDTC.

Bureau of Oceans and International Environmental and Scientific Affairs: \$193,000 including 1 Position

The Department requests funding for one position for OES to support the mercury and Montreal Protocol international efforts. This position will support negotiations recently launched by the Administration to achieve reductions of mercury emissions on a global basis to reduce exposure and lower the mercury content in fish, a particular concern for maternal and child health.

Bureau of Democracy, Human Rights, and Labor: \$965,000 including 5 Positions

The Department requests \$965,000 to support five positions for DRL to regularize temporary domestic American positions to support approximately 55 on-going programs worth over \$330 million. These positions are requested for in-sourcing the critical human rights and democracy programming function currently being performed by more expensive contractors and to more effectively implement grant awards. (Not included in the total above are three positions for Iraq funded in the OCO request and one each for Afghanistan and Pakistan)

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Office to Monitor and Combat Trafficking in Persons: 4 Positions

The Department requests funding for four positions to carry forward the President and Secretary's commitment to fight human trafficking, fulfill statutory mandates, and continue to lead the world in the global fight against modern-day slavery. The FY 2012 request allows the office to shift away from its reliance on contractors and manage the increased workload of new mandates of the Trafficking Victims Protection Act (TVPA) of 2000. One Foreign Service position will support the Administrative and Strategic Planning Team, and three civil service positions will support the public engagement efforts, the reporting activities in assessing the steadily increasing number of countries ranked in the Trafficking in Persons (TIP) report by engaging with regional bureaus and foreign governments, as well as performing enhanced monitoring and evaluation of new and existing country programs.

Bureau of Economic, Energy, and Business Affairs: \$387,000 including 2 Positions

The Department requests two new positions to support implementation of the Comprehensive Iran Sanctions, Accountability, and Divestment Act that expanded the requirements of the Iran Sanctions Act (ISA) from tracking sanctionable activity by foreign countries in Iran's energy sector to encompass a significantly greater universe of sanctionable activity, leading to growth in the Office of Terrorism Finance and Economic Sanctions Policy (EEB/ESC/TFS) responsibilities.

Bureau of Administration: \$29,666,000 and 2 Positions

Strategic Housing, Planning, Leasing, Construction, and Management: \$26,334,000

The Department requests funding to support appropriate consolidation, growth, and relocation of its real property. The Office of Real Property Management (RPM) provides project management for all construction and renovation projects while determining the scope, schedule and projected costs in advance of the budget year. The increase of \$26.3 million for Strategic Housing, Planning, Leasing, Construction, and Management includes the following:

- *Harry S Truman (HST) Renovation Phase 1-C Swing Space Acquisition: \$11,300,000*
The Department has a critical need to acquire 45,000 rentable square feet of space for a ten-year term in the West End/Foggy Bottom area. The requested funding will cover one-time costs for programming, architectural and engineering design, base construction, furniture, fixtures, equipment, telecommunications, security, relocation, maintenance, and General Services Administration (GSA) fees. The space will initially accommodate staff currently housed in the next phase of the HST renovation referred to as Phase 1-C.
- *Beltsville Information Management Center (BIMC) Infrastructure Upgrade: \$3,000,000*
BIMC in Beltsville, Maryland, supports the Department's worldwide information technology (IT) and communication requirements and is a critical piece of the Department's infrastructure. The Department requests \$3 million to address facility infrastructure modernization requirements in a scalable manner to permit continued mission service for years to come. Funding will allow the Department to fulfill current and future energy policy requirements governing the greenhouse gas reduction goals, and implement best practices for IT management, energy efficiency and environmental stewardship. The Department cannot continue to effectively support an ever-changing and widely diverse IT/communication mission at BIMC without a substantial commitment of funding for infrastructure improvements.

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- *Phased Renovation of “Open Classified Storage” Building: \$3,200,000*
The General Services Administration (GSA) renewed the lease at State Annex 2 (SA-2) located at 22nd Street, NW and occupied by the Bureau of Administration, Office of Global Information Services (A/GIS). As part of the lease renewal, the owner will spend approximately \$8 million to renovate the building to meet health and safety standards which will require at least one floor to be vacant at a time. The requested funding is needed to disassemble, store and reinstall furniture, thread new cabling through reinstalled furniture, and pay for the security and physical relocation of staff, floor by floor, while renovation progresses through the building in phases. Funding this renovation will also enable the Department to avoid an operations and maintenance cost increase of approximately \$8 million over the term of the lease.
- *Potomac Annex (Navy Hill): \$8,834,000*
The Department plans to acquire the Potomac Annex (Navy Hill) properties in an effort to meet the Department’s space requirement. The requested funding above the FY 2010 base of \$18.2 million will support the design and preliminary construction and remaining site acquisition costs for this project.

Acquisition Improvement Initiative: \$3,000,000

The Department requests \$3 million for the Acquisition Improvement Initiative to increase the Department’s acquisition workforce capacity and capabilities.

Freedom of Information Act (FOIA) Litigation Support: \$166,000 including 1 Position

The exponential increase in the workload generated by new lawsuits, combined with the FOIA’s relatively new requirement that Agencies pay attorney’s fees, necessitates an increase in resources to defend the Department’s actions while processing FOIA cases that result in litigation. In the past two years alone, preparing the Department’s defense in these lawsuits has necessitated a four-fold increase in staff time. This has been addressed with expensive contractor support rather than permanent fulltime positions, thereby diverting funds from other programs. This new position will reduce the need for contractor support while providing continuity and ensuring that an experienced representative will defend the Department in court.

Energy Conservation, Environmental Sustainability Initiative: \$166,000 including 1 Position

Current environmental and energy conservation regulations and directives (such as the Energy Policy Act of 2005, the Energy Independence, the Security Act of 2007, Executive Order 13423 and Executive Order 13514) require that the Department meet energy and water consumption levels and reduce its environmental footprint over the next ten years. In order to achieve these goals, one position is needed to coordinate the Bureau’s work with current managerial environmental and energy efforts.

Bureau of Information Resource Management: \$219,000 including 1 Position

The additional Foreign Service position will further IRM efforts to strategically place positions to maximize IT support to the increased staffing in the Department worldwide.

Bureau of Resource Management: \$1,013,000 including 2 Positions

The Department requests funding for two positions to support expansion of RM’s financial systems. The positions will serve to integrate financial systems with the Department’s other management systems and to ensure that all of these management systems can provide a complete picture of data captured in each

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management area. This request also supports further integration of Department systems and continued improvements to global financial management capabilities.

The requested resources will also support the recurring cost of providing centralized vouchering services to all posts worldwide. Funding is needed to cover the cost of local hires in the Global Financial Service Center (GFSC) currently located in Bangkok and Sofia to facilitate the expansion of centralized financial transactional processing now conducted at individual posts worldwide. This initiative fully supports both the CFO and Department goals on greater centralization, standardization and regionalization of support activities, particularly transactional back office functions.

Security Programs: \$38,977,000 including 9 Positions

Iraq Operations: \$3,348,000 including 8 Positions

See the Iraq Operations section.

Office of Foreign Missions: \$4,231,000

The Department requests \$4.2 million to regularize operational funding. This base adjustment does not reflect an increase in operational level funding.

Worldwide Security Protection: \$31,398,000 including 1 Position

See the Worldwide Security Protection section.

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Diplomatic and Consular Programs Appropriation (1) (\$ in thousands)

Funding Categories	FY 2010 Actual (3)	FY 2011 CR (2)	FY 2012 Request
Total, Diplomatic and Consular Programs	9,458,575	6,886,546	7,570,202
Human Resources	2,354,349	2,335,187	2,628,275
American Salaries, Central Account	2,152,771	2,133,609	2,364,734
Public Diplomacy American Salaries (non-add)	138,075	138,075	140,314
WSP Current Services - American Salaries (non-add)	220,840	211,180	211,815
Human Resources	105,947	105,947	108,494
Foreign Service Institute	95,631	95,631	94,087
Human Resources Initiative - Hiring Surge	0	0	31,771
Prior Year Foreign Service Pay Annualization	0	0	29,189
Overseas Programs	3,218,908	2,168,768	2,424,318
African Affairs	212,973	223,467	239,181
East Asian and Pacific Affairs	180,979	197,682	229,656
European and Eurasian Affairs	395,740	402,537	435,685
Near Eastern Affairs	788,911	410,076	436,676
South and Central Asian Affairs	662,282	44,857	59,840
Western Hemisphere Affairs	234,042	185,079	257,246
International Organizations Affairs/International Conferences	70,144	71,717	97,547
Public Diplomacy	374,900	364,404	396,161
Ambassador's Fund for Cultural Preservation	5,750	5,750	5,750
Travel, Medical and Telecommunications	293,187	263,199	266,576
<i>Post Assignment Travel</i>	193,769	193,769	195,729
<i>Office of the Medical Director</i>	29,541	28,956	29,255
<i>FSN Separation Liability Trust Fund</i>	40,474	40,474	41,592
<i>Diplomatic Telecommunications Service Program Office</i>	29,403	0	0
Diplomatic Policy and Support	912,531	909,152	946,615
Office of the Secretary	51,921	51,921	51,610
Consular Affairs (excluding Border Security Program)	325	325	318
Democracy, Human Rights and Labor	7,593	7,593	7,855
Political-Military Affairs	10,503	10,503	10,555
International Security and Nonproliferation	20,828	15,642	15,968
Public Affairs	13,852	13,678	13,500
Trafficking in Persons	2,897	2,897	2,899
Legislative Affairs	2,895	2,895	2,936
Chief of Protocol	3,719	3,719	3,737
Office of the Under Secretary for Management	4,820	4,820	4,754

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Funding Categories	FY 2010 Actual (3)	FY 2011 CR (2)	FY 2012 Request
Resource Management	89,560	89,860	88,955
Administration (including GSA Rent)	426,795	423,540	449,213
GSA Rent (non-add)	179,247	190,954	192,212
Information Resource Management	212,901	212,651	216,855
Other Offices	63,922	69,108	77,460
<i>Oceans and International Environmental and Scientific Affairs</i>	14,484	14,484	14,424
<i>PRM/Population Office</i>	731	731	668
<i>Arms Control, Verification and Compliance</i>	14,969	20,155	19,846
<i>Economic and Business Affairs</i>	7,729	7,729	7,782
<i>Intelligence and Research</i>	12,138	12,138	20,713
<i>Office of the Legal Adviser</i>	13,871	13,871	14,027
Security Programs	2,972,787	1,473,439	1,570,994
Worldwide Security Protection	1,365,374	1,190,846	1,241,915
Diplomatic Security	1,600,093	275,273	317,637
Counterterrorism and Office of the Foreign Missions	7,320	7,320	11,442
<i>Counterterrorism Research and Development</i>	3,143	3,143	3,106
<i>Office of Foreign Missions</i>	4,177	4,177	8,336

(1) Diplomatic and Consular Programs Appropriation table includes funding for Overseas Contingency Operations (OCO) in FY 2010, and excludes funding for OCO in FY 2011 and FY 2012, which is shown in a separate OCO table.

(2) FY 2011 CR column represents the annualized amount provided by the Continuing Appropriations Act, 2011 (P.L. 111-242), as amended.

(3) FY 2010 Actual reflects the following transfers out: \$51.454 million to other agencies for Afghanistan operations; \$22.0 million to Buying Power Maintenance Account; \$14.4 million to Embassy Security, Construction, and Maintenance, of which \$6.9 million is for the American Center Rangoon, Burma, and \$7.5 million is for new residential leases; \$1.984 million to Payment to the American Institute in Taiwan; and \$361,000 to Representation Allowances. FY 2010 Actual includes \$1.322 billion provided by the Supplemental Appropriations Act, 2010 (P.L. 111-212), net of \$3.7 million transferred to Emergencies in the Diplomatic and Consular Service and \$175,000 transferred to Repatriation Loans Program Account.

HUMAN RESOURCES INITIATIVE

Resource Summary (\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	0	0	133
Funds	0	0	138,113

Program Description

The Department's FY 2012 request for strategic hiring and developing 21st century skills continues to grow the Foreign Service, enhance the capacity of Foreign Service Officers, and build upon existing Civil Service workforce levels. The increase in positions, predominantly overseas, ensures an essential and qualified global diplomatic presence to address the challenging and key issues of our time.

Performance

This indicator measures the Department's progress in filling Language Designated Positions (LDPs) of priority languages with employees who meet or exceed the language requirements of that position.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Indicator	Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology)					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	68.1 percent [Baseline]	66 percent	70 percent	70 percent	76 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve	Due to an increase in the number of (LDPs) and the lag between establishing these positions and filling them with speakers who meet or exceed the language skill requirement, the projected increase of qualified speakers for LDPs rates is lagging proportionally.					
Impact	The Department continues to move forward in increasing the percentage of language qualified speakers for (LDPs) by hiring and training new Foreign Service employees.					
Methodology	The LDP fill rate is a percentage based on a weighted average of quarterly LDP fill rates of priority positions, whereby the incumbent meets or exceeds the language requirements for that position. The languages that are designated Priority Languages will be evaluated annually.					
Data Source and Quality	The Global Employment Management System is the data source for both LDPs and the language qualifications of employees. The Data Quality Assessment revealed no significant limitations.					

HUMAN RESOURCES INITIATIVE

Justification of Request

The FY 2012 request level of \$138 million for the Human Resources Initiative (HRI) supports program increases of \$30.3 million to support Developing 21st Century Skills and \$26.5 million to address key U.S. Government priorities through strategic global outreach and public diplomacy. It also includes a current service adjustment of \$81.3 million for costs associated with the prior year annualization of Foreign Service Comparability Pay (FSCP). Because previous funding for HRI and FSCP has been integrated into the respective bureaus, the HRI and FSCP show an FY 2010 Actual of \$0.

Developing 21st Century Skills: \$30,250,000 to support 70 positions (63 Foreign Service and 7 Civil Service)

To ensure the successful execution of the Administration's foreign policy and to fulfill its obligation to the American people, the Department's personnel deployed around the world must have the skills and training to match their missions. To achieve this requires building upon traditional diplomatic skills that address the increasingly complex challenges and dangerous environments Department personnel face, particularly overseas. Their training encourages innovation and leadership. This will enable the Department's personnel to develop new partnerships and strengthen existing relationships; to advance multilateral and regional initiatives; to create whole-of-government solutions through better engagement and coordination with other U.S. Government agencies; and to become more effective diplomats.

As outlined in the QDDR, a key component of the Department's global engagement strategy is the enhancement of foreign language capabilities. Of particular importance are languages such as Arabic, Chinese, Hindi, and Urdu, some of which require two years of rigorous training to reach a competency level required to interact with a host country populace. The Department is expanding language training among the Generalist and Specialist corps, and increasing the number of language designated positions.

New hires represent a significant investment for the Department and will return to the Foreign Service Institute for training repeatedly throughout their 20-30 year careers. There will be increased demand for tradecraft and language training to prepare for second, third, and beyond tours, as well as ongoing leadership training to meet mandatory requirements as personnel move up through the ranks. The Department plans to continue to increase professional development opportunities with the Department of Defense to provide valuable interagency training to strengthen national security leaders.

Global Outreach: \$26,501,000, of which \$6,922,000 is for Public Diplomacy, to support 63 positions (53 Foreign Service, including 14 Public Diplomacy positions and 10 Civil Service, including 1 Public Diplomacy position)

To ensure that the United States assumes its proper leadership role in responding to, or proactively engaging in, issues not restricted to specific regions of the globe requires that resource investments be devoted to a variety of critical initiatives. The Department has a long-term, comprehensive blueprint for essential and proactive global engagement.

- The Department will expand its diplomatic presence in strategic areas, particularly in Afghanistan, Pakistan, and the Middle East to support U.S. national security goals.
- Improving peace and stability throughout these regions requires building political and popular will against terrorism, strengthening international cooperation, and bolstering the capabilities of U.S. friends and allies.

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- Through its expanded public diplomacy outreach, the Department aims to offer a vision of hope and opportunity that is rooted in America’s values, particularly liberty, human rights and human dignity; isolate and marginalize violent extremists; and fosters a sense of common interests and values between Americans and the people of the world.

In other regions, the Department’s global engagement requires increased resources to:

- Strengthen efforts to support governments that are experiencing setbacks, and working to strengthen civil society, independent media and democratic reform; and
- Implement initiatives that integrate health, food security, climate change and regional security.

In support of this ambitious global engagement, additional resources will be allocated to provide essential support to various overseas posts in terms of policy development and program coordination.

A preliminary distribution of the 63 new positions is included for the regional bureaus in the chart below.

	FS Overseas	FS Domestic	Civil Service	Total
AF	16	0	1	17
EAP	9	0	0	9
EUR	3	0	0	3
NEA	7	2	2	11
SCA	5	3	1	9
WHA	6	2	6	14
TOTAL	46	7	10	63

The notional distribution of positions would place Foreign Services Officers overseas in priority countries such as Liberia, Sudan, and Kenya, where democratic and economic progress is fragile; Vietnam, Indonesia, and China, where the United States provides assistance and has a vested economic interest; Georgia, Bosnia, and Cyprus, where regional instability continues to grow and nascent institutions and the private sector need strong allies; Afghanistan, Pakistan, Iraq, Yemen, and throughout the Middle East, where the United States has a vested national security interest; and Colombia, Venezuela, and Mexico, where the United States continues shifting from a counternarcotics and security program to those focused on economic development and governance.

HUMAN RESOURCES INITIATIVE

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	0	0	0
FY 2011 CR	0	0	0	0	0	0	0	0
FY 2012 Built-in Changes								
Annualization of Prior Year Foreign Service Comparability Pay	0	0	0	0	0	29,189	52,173	81,362
Total Built-in Changes	0	0	0	0	0	29,189	52,173	81,362
FY 2012 Current Services	0	0	0	0	0	29,189	52,173	81,362
FY 2012 Program Changes								
Developing 21st Century Skills Adjustment	7	34	29	0	70	18,808	11,442	30,250
Regional Bureau Positions	9	6	33	0	48	12,963	6,616	19,579
Regional Bureau Positions PD	1	1	13	0	15	4,809	2,113	6,922
Total Program Changes	17	41	75	0	133	36,580	20,171	56,751
FY 2012 Request	17	41	75	0	133	65,769	72,344	138,113

Staff by Program Activity (positions)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	0	0	118
Public Diplomacy	0	0	15
Total	0	0	133

HUMAN RESOURCES INITIATIVE

Funds by Program Activity

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	0	0	131,191
Public Diplomacy	0	0	6,922
Total	0	0	138,113

Program Activities

Human Resources Initiative (HRI)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	56	62	0	118	60,960	70,231	131,191
Public Diplomacy	2	13	0	15	4,809	2,113	6,922
Total	58	75	0	133	65,769	72,344	138,113

Funds by Object Class

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	0	0	49,984
1200 Personnel Benefits	0	0	22,360
2500 Other Services	0	0	65,769
Total	0	0	138,113

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D&CP – PUBLIC DIPLOMACY

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,101	1,101	1,117
Funds	512,975	502,479	536,475

Reflects \$6.9 million transfer from D&CP PD to the Embassy Security, Construction and Maintenance (ESCM) appropriation for the American Center in Rangoon, Burma.

Program Description

Public Diplomacy (PD) supports the achievement of U.S. foreign policy goals and objectives, advances national interests, and enhances national security by informing and influencing foreign publics and expanding and strengthening the relationship between the people and government of the United States and citizens of the rest of the world. PD within the Department is led by the Under Secretary of State for Public Diplomacy and Public Affairs (R) who oversees the work of the Bureaus of Educational and Cultural Affairs (ECA, which is funded by a separate appropriation), International Information Programs (IIP), and Public Affairs (PA). The Under Secretary provides overall policy and strategic leadership, interagency coordination, and resource direction for the public diplomacy elements of the Department's regional and functional bureaus.

In today's interconnected world, people everywhere and at all levels of society are exposed to a 24/7 media environment and are more engaged with national, regional, and global relations than ever before. Young people especially see the world through new lenses that fuel both new aspirations and ongoing concerns. The advance of democracy and open markets and the emergence of new technologies and communications platforms have empowered millions to demand more control over their own destinies. Even in autocratic societies, leaders are being increasingly challenged to respond to the opinions and passions of their people.

This has far-reaching implications for U.S. foreign policy and national security. Governments inclined to support U.S. policies may back away if their populations do not trust the U.S. as a partner. Developing productive relationships with people around the world and acting quickly to counter misinformation about U.S. society and policies will reverse this dynamic. Less cooperative regimes may be forced to moderate their positions under popular pressure. To the extent that the U.S. succeeds, threats faced today will diminish and new partnerships will be possible.

Although the need for effective U.S. public diplomacy has never been greater, the structures of public diplomacy in the Department of State and the program toolkit of the Department's professionals in the field have not changed significantly over the past decade. With the Secretary of State's approval in 2010 of the Strategic Framework for Public Diplomacy, the Department has a clear direction for the modernization of public diplomacy. The Framework established five strategic imperatives for the 21st century: (1) Shape the narrative; (2) Expand and strengthen people-to-people relationships; (3) Combat violent extremism; (4) Inform policy-making; and (5) Deploy resources in line with current priorities. With the issuance of the Department's Quadrennial Diplomacy and Development Review, the Framework has been strongly re-enforced and enhanced.

D&CP – PUBLIC DIPLOMACY

Public Diplomacy elements of the Department’s regional and functional bureaus have already taken significant actions to implement provisions of the Framework. The Department established Deputy Assistant Secretary positions dedicated to PD initiatives in each of the regional bureaus and in the Bureau of Public Affairs. The Office of the Under Secretary of State for Public Diplomacy and Public Affairs (R), collaborated with the Office of the Coordinator for Counterterrorism to initiate the Center for Strategic Counterterrorism Communications, providing rapid guidance and coordination to combat extremist propaganda and disinformation. R and the Bureau of Educational and Cultural Exchange Programs (ECA) are cooperating to expand public diplomacy programming efforts in the fields of English teaching, educational advising, program alumni outreach and cultural exchange. PD funding is also supporting innovative American spaces for direct engagement with foreign publics. A new office was created in the Bureau of International Information Programs (IIP) to support American spaces and to provide new video and audience research capabilities. R and IIP have developed campaign-style global information campaigns on topics of international concern such as climate change and food security. R now administers a \$2.5 million fund for innovation in PD to encourage inventiveness at the Department’s overseas posts with new public diplomacy programs and materials.

To ensure that key Administration priorities are met, the Department has sharpened its focus on strategic planning for PD at all levels and focused efforts to realign resources toward current and future needs. Sharpening the Department’s focus on PD programs aimed at emerging powers, themes, and demographic groups, particularly youth, in a difficult budget environment has required some difficult decisions and shifts away from priorities and structures of the previous century. Today’s global environment makes such actions valuable because the U.S. is not the only nation seeking to protect its interests internationally. Friends, competitors, and adversaries alike are also moving quickly to increase their engagement with foreign publics. To stay ahead, U.S. public diplomacy must reach wider and deeper into foreign societies. U.S. officials need to listen more and engage more to learn and understand how American words and deeds are actually heard and seen. The more languages and venues in which U.S. diplomats communicate, the more respect the U.S. Government shows for its foreign interlocutors and the more effective U.S. foreign policy will be.

PD Officers at the Department’s overseas posts sit on Country Teams and coordinate public diplomacy activities with other Mission elements, such as the U.S. Agency for International Development, the Departments of Defense and Homeland Security, and others. They administer and implement Washington-based programs and initiatives, complementing them with single-country and regional programs and activities intended to engage and influence host-country publics and address issues through the prism of local perceptions and conditions. PD Deputy Assistant Secretaries and offices in each of the regional bureaus support overseas public diplomacy operations and coordinate among the posts, the bureaus, and R on policy and administrative matters. They also manage centrally funded regional PD programs.

IIP communicates with foreign publics, including opinion-makers and youth, about U.S. policy, society, and values. IIP engages foreign publics through its U.S. speaker program, print outreach, and websites in Arabic, Chinese, English, French, Persian, Russian, and Spanish. The bureau also provides policy and technical support for official embassy websites and develops new social networking and other new media outreach and engagement tools.

The Office of International Media Engagement in PA administers the Foreign Press Centers in Washington and New York; regional media hubs in Brussels for European media; Dubai and London for pan-Arab media; Miami for Latin American and Caribbean media; and Tokyo for East Asian media; the bureau’s Rapid Response Unit; and the Office of Broadcast Services; and provides coordination on messaging among the Department’s public affairs and overseas public diplomacy operations.

D&CP – PUBLIC DIPLOMACY

Justification of Request

The FY 2012 request within Diplomatic and Consular Programs Public Diplomacy (D&CP PD) is \$536.5 million, an increase of \$23.6 million above the FY 2010 Actual amount of \$512.9 million. The budget includes the following:

Current Services: (\$3,676,000)

The current services budget includes a decrease resulting from an overall net adjustment to current services for efficiency savings, domestic inflation, and overseas price inflation.

International Information Programs: \$27,568,000

The FY 2012 request includes a \$6.2 million dollar investment for the creation of the Center for Strategic Counterterrorism Communication (CSCC) which is tasked with leading a U. S. Government wide rapid guidance and communication effort to counter violent extremism. As stated in the Quadrennial Diplomacy and Development Review (QDDR), “the CSCC will coordinate, orient, and inform whole-of-government communications activities targeted against violent extremism to audiences abroad.” The QDDR also acknowledges that “the Center will work closely with the Secretary’s Coordinator for Counterterrorism or its proposed successor Bureau of Counterterrorism, as well as the Department of Defense, the Department of Justice’s National Security Division, the Department of Homeland Security and other agencies responsible for information programs related to counterterrorism.

Public Diplomacy is at the forefront of countering violent extremism. American Centers and spaces continue to be a core element for broad engagement with key audiences and \$15.4 million is dedicated to ensuring that these Centers represent the very best of America and serve as a focal point for engagement.

The budget also provides \$3.8 million for the Department to continue its Global Information Campaigns on major issues such as climate change, food security, water, and global health. To identify the most appropriate ways to tailor messages to reach and engage foreign publics, the Department is increasing staff to establish an audience research and analysis capability within IIP.

In addition, \$2 million is included for the engagement of the Special Representative for Muslim Communities. Funding totaling \$193,000 also is provided to identify the most appropriate ways to tailor messages to reach and engage foreign publics, and the Department is increasing staff to establish an audience research and analysis capability within IIP.

Human Resources Initiative: \$6,922,000

The overall Department request includes \$6.9 million for 15 new Public Diplomacy positions for the Regional Bureaus.

Overseas Contingency Operations (OCO): (\$15,514,000)

The request includes resources included in the OCO request, totaling \$15.5 million for Afghanistan and Pakistan public diplomacy programs.

D&CP – PUBLIC DIPLOMACY

American Centers (AF): (\$1,300,000)

The Bureau of African Affairs ranks American Centers as a top priority and includes an additional \$1.3 million for a new American Center in Kano, Nigeria and renovation of Centers in Zambia and Lusaka.

Additional public diplomacy programming initiatives will be funded primarily out of current public diplomacy budget levels, as the Department continues to shift resources from the priorities of earlier eras to those of the new century. These include more funding for preservation and renovation of American spaces; development of a “surge capacity” for public diplomacy to respond rapidly to international crises; increased contributions to partnerships with the private sector in support of public diplomacy; expansion of the Under Secretary’s fund for innovation in Public Diplomacy; more public diplomacy training opportunities, both for public diplomacy and other Department employees; and increased base funding for programming and local hiring at public diplomacy posts in priority countries of emerging importance to U.S. foreign policy.

IRAQ OPERATIONS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	2	2	10
Funds	2,151,641	442,795	495,900

FY 2010 Actual includes \$1,726.558 million shifted to Overseas Contingency Operations.

Program Description

The U.S. Mission in Iraq is dedicated to supporting a sovereign, stable, and self-reliant Iraq that can offer a voice of moderation and democracy in the Middle East and significantly advance U.S. interests in the region. Iraq remains critical to U.S. national security, and the Department of State and USAID have a unique opportunity to build on the great gains won by soldiers and diplomats over the past seven years, and ensure that Iraq emerges as a strategic partner of the United States and a force for stability.

U.S. national security goals in Iraq will be met through a comprehensive, integrated strategy aimed at mitigating crisis and promoting development through economic assistance, provincial outreach, and a continuing commitment to Iraq's security through the State Department-managed programs. These programs will help Iraq build institutions that can bear the weight of the demands of an open society - from fair voting booths to just courtrooms to free newsrooms. They will help advance peaceful solutions to internal ethno-sectarian divisions and assist Iraq in developing productive ties with its neighbors while maintaining its own sovereignty. The Department and its interagency partners will foster economic development by assisting Iraq's re-entry into the world oil sector and the global economy. These goals will be achieved by enhancing connections between the political, economic, and social fabric of the country through robust engagement by embassy branch offices (EBOs), consulates, and the embassy in Baghdad.

Many U.S. Government agencies and every functional bureau of the Department are involved in advancing these goals in Iraq. The next three to five years will be crucial and this effort will continue to require significant U.S. personnel and resource commitments to sustain the mission. In FY 2012, the Department will operate the U.S. Embassy in Baghdad, consulates general in Basrah and Erbil, and temporary EBOs in Mosul and Kirkuk, with supporting aviation facilities in Basrah, Erbil, and Baghdad. This presence, coupled with a corresponding engagement strategy, will further the United States' long-term relationship with Iraq as a primary partner in the Middle East. The U.S. Government's work in Iraq over the past year has been extremely successful, even with the most challenging military-to-civilian transition in U.S. history. A successful, prosperous Iraq will create opportunities for U.S. business investments and contribute to regional stability in the future.

Justification of Request

The Department's FY 2012 request of \$495.9 million for Enduring Programs in Iraq covers the anticipated long term operational needs for the Embassy located in Baghdad, and two Consulate Generals, in Basrah and Erbil. The request is a \$70.8 million increase over the estimated FY 2010 enduring level of \$425.1 million. This increase is primarily a result of the Department adding two consulate operations and escalating operations and security costs following DOD's transition to a significantly smaller presence.

IRAQ OPERATIONS

The total Diplomatic and Consular Programs request for Iraq Operations is \$3.725 billion consisting of \$3.229 billion identified as Overseas Contingency Operations (OCO) funding. Details regarding the OCO portion of the request can be found in the Iraq Section of the OCO chapter.

The Enduring Program funding level recognizes that while the security situation will have to improve significantly to operate at the requested level, security measures in Iraq will continue to be higher than other posts in the region.

Mission Operations and Logistics Support: \$15,509,000

\$15.5 million is requested above the FY 2010 Actual base level (less OCO) of \$178.4 million to sustain ongoing embassy operations previously funded in FY 2009 supplemental and FY 2010 annual funding, including salaries and benefits of existing staff, general and technical support contracts at post, and motor vehicle maintenance support. The request includes funding to build post's cadre of Iraqi employees as part of long-term normalization of operations.

The increase incorporates funding for long term logistical requirements at the Embassy including operations and maintenance and sustainment contract support in lieu of traditional procurement methods.

Security Operations: \$46,368,000 including 1 position

\$46.4 million is requested above a FY 2010 Actual level of \$153.6 million to provide resources needed to protect the Embassy and support Baghdad facilities.

The program increase request covers the annualized cost of Baghdad security resulting from the transition to the Worldwide Protective Services (WPS) contract from the Worldwide Personal Protective Services II contract and the establishment of a Local Program Management Office (LPMO) task order, which requires management staffing along with additional equipment and security support necessary in the post-DOD era. The request includes funding for one position for a new Security Technical Specialist that is necessary to manage the additional security equipment and systems supporting embassy security operations.

Information Technology: \$306,000

\$306,000 is requested above a FY 2010 Actual level of \$8.7 million for long-term bandwidth requirements to support the embassy compound and its support sites in Baghdad.

EBO/Interim Consulate Operations: \$8,634,000 including 7 positions

The requested increase is in addition to a FY 2010 Actual level of \$84.4 million to support the anticipated enduring operational costs of the two consulates located in Erbil and Basrah, including IT infrastructure and contract support, operation and maintenance of the facilities and life support functions.

The seven new positions include four security Technical Specialists to manage security equipment and systems and three LPMO's required by the WPS contract which will support the new task orders awarded for the protection of the Department of State controlled facilities throughout the country.

WORLDWIDE SECURITY PROTECTION

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,752	1,682	1,683
Funds	1,586,214	1,402,026	1,453,730

Program Description

The Worldwide Security Protection (WSP) program provides core funding for the protection of life, property, and information of the Department of State. The Department must address threats against U.S. personnel, facilities, and equipment worldwide. The terrorist attacks on American-owned hotels in Mumbai and Yemen serve to highlight the need for continued vigilance, program execution, and funding. The U.S. National Security Strategy and National Strategy for Combating Terrorism emphasize the need for Diplomacy 3.0, actively promoting freedom and human dignity through effective democracy.

WSP funding supports numerous security programs including a worldwide guard force protecting overseas diplomatic missions and residences and domestic facilities. The Bureau of Diplomatic Security (DS) provides a safe and secure environment for the conduct of U.S. foreign policy. To advance American interests and foreign policy, more than 1,683 DS security personnel are deployed to protect people, property, and information at more than 285 locations worldwide. DS is a leader in international investigations; threat analysis; cyber security; counterterrorism; and personnel, physical, and technical security.

Strengthen Training

DS will continue efforts to provide personnel the training needed today for tomorrow's missions by enforcing mandatory leadership training for all supervisors and managers as well as hard-skills training courses, such as High-Threat Tactical (HTT), Foreign Affairs Counter Threat (FACT) and Armored Vehicle Driver (AVD) training to better equip personnel operating in non-permissive environments. To ensure that all DS special agents are mission-capable for duty in the full range of security environments where the Bureau operates, DS will expand the HTT with the eventual goal of providing the course to all newly hired agents.

As U.S. diplomatic efforts in critical threat locations expand, increased security training will ensure all U. S. Government employees are prepared to work safely in these areas. DS will continue the deployment of equipment and training by the Weapons of Mass Destruction (WMD) Countermeasures Program and training Regional Security Office personnel to create post-specific procedures to manage and, if possible, prevent hostage situations via the Personnel Recovery Program.

DS will establish itself as a Center of Excellence for instructor-led cyber security training by building a comprehensive role-based cyber security education and training program for secure infrastructure design and development, incident analysis, and defensive skills and capabilities. This training effort will provide Department employees with the knowledge and skills necessary to protect information systems from ever-increasing cyber threats.

The DS Office of Antiterrorism Assistance (ATA) was created to enhance the antiterrorism skills of partner nations by providing them with training and equipment to deter and counter terrorism. The

WORLDWIDE SECURITY PROTECTION

foreign assistance program administered by ATA has grown rapidly and substantially since the attacks of September 11, 2001. Since its inception, ATA has delivered training to more than 67,000 students from 159 countries. Through ATA, DS has improved security for U.S. diplomatic activity abroad, built closer relationships between the USG and its partner nations, and increased participating nations' respect for human rights.

To increase the number of deployable agents to meet operational demands on Mobile Security Deployment (MSD) teams, DS will compress its initial MSD training program from six months to four months. Based on the increase of unconventional environments where DS agents work, MSD is preparing agents to conduct both high and low profile tactical operations. Having the ability to do both will enable U.S. diplomatic initiatives to continue safely and securely in austere and politically sensitive regions of the world.

DS conducts training for Security Engineers and Technical Security personnel, Marine Security Guards, Regional Security Officers (RSOs), and others engaged in the support of U.S. foreign policy worldwide, including specialized areas such as High Threat Tactical, Protective Services, AVD, Foreign Service National Investigator, FACT, and Cyber Security.

DS also provides high threat protective details with Tactical Support Teams both domestically and abroad; provides Security Support Team missions to posts abroad during periods of high threat, crisis, or natural disaster; and provides specialized security training at overseas posts through Mobile Training Teams (MTTs).

Modernize Delivery Platforms and Improve Communications

DS will continue modernizing threat analysis and response platforms, such as the *DS Daily*, to create a continuously updated, web-based, classified, and unclassified product. This classified news source advises the Secretary of State, Department officials, intelligence community, National Security Council, and members of Congress of threats and incidents directly reported from RSOs. Additionally, DS will leverage tools to increase collaboration between headquarters and posts. One method is the Security Management Console (SMC), a viable tool used to enhance RSO reporting. DS will also identify areas for improved communication, information management, and knowledge management initiatives. The Bureau will continue to improve and provide rapid, reliable, cost effective, and secure delivery of classified, sensitive material between U.S. diplomatic missions via the Diplomatic Courier Service.

Over the next five years, DS will continually review and determine how to best deploy physical and technical security countermeasures for Department facilities in critical threat and non-permissive environments. The focus will be on research to develop technological systems, barriers, and building materials to mitigate the global threats against Department facilities. The DS Training Center will continue to expand its distance learning *Knowledge from the Field Program* to provide needed real time training anytime, anywhere, and worldwide.

DS is reexamining the process for assigning threat ratings in the Security Environment Threat List (SETL) that reflect more accurately the ratio between threat and vulnerability at diplomatic facilities overseas. DS plans to update the Rewards for Justice website, which provides vital information that prevents or favorably resolves acts of international terrorism against U.S. persons or property worldwide. Rewards may be paid for information leading to the capture or conviction of terrorists attempting, committing, or conspiring to commit crimes, or aiding and abetting in the commission of such acts.

DS has identified the need for a cohesive intelligence and analytical platform that combines the current disparate data sources pertinent to timely and effective analysis. It is critical that the Bureau possess the capability to analyze large-scale intelligence products quickly. Currently, there no single system that

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presents intelligence, regional and geographic information to intelligence analysts and security personnel. Although there are extensive databases both internal and external to the Department, the information is compartmentalized and requires extensive research and time to search and analyze. The creation of an integrated analytical platform or enhanced querying tool will greatly enhance the Department's ability to conduct historical and trend analysis, as well as effectively and quickly respond to a critical incident.

The Overseas Security Advisory Council (OSAC) conferences, seminars, presentations, outreach events, and Country Council meetings are key methods to ensure the U.S. private sector has access to timely, accurate, and actionable security information to make informed risk management decisions. To ensure the success of these programs, OSAC needs to continue providing RSOs with the necessary resources to remain engaged in addressing the security needs of the private sector overseas. OSAC will continue to increase the number of Country Council visits and increase the number of new website users, as well as the number of constituents.

Despite the complex challenges of today's world, DS remains committed to serving as an excellent law enforcement and security organization, comprised of diverse and multi-skilled professionals capable of protecting and preserving U.S. interests abroad. DS continues to strive to meet the security requirements of the Department in increasingly dangerous locations under deteriorating security conditions by anticipating needs and dedicating resources to accomplish its mission of providing a safe and secure environment for the conduct of U.S. foreign policy. With unique abilities to safeguard Americans working in some of the most dangerous locations abroad, DS remains a valuable and effective resource for protecting U.S. interests around the world.

Countermeasures

The best way to mitigate threats to U.S. interests is to have accurate actionable intelligence and a wide range of countermeasures capable of withstanding threats. Some of these countermeasures for the most non-permissive environments include physical and technical countermeasures, such as armored vehicles, vehicle barriers, video cameras, and mantraps. DS also leverages the latest technology to ensure strong surveillance countermeasures and cyber security against a technical threat. DS emphasizes research and development so the Department can stay ahead of new and emerging threats.

Domestic Operations

DS investigates violations of laws regarding U.S. passports and visas, protecting the Secretary of State and other visiting dignitaries, and securing domestic facilities. DS is also responsible for all domestic and overseas criminal, counter-terrorism, counterintelligence, and professional responsibility investigations for the Department as well as overseeing the protection of the people, information, and property at all domestic Department facilities. DS also engages in partnerships with private U.S. commercial enterprises to advise U.S. companies operating overseas on the security posture of each country. Furthermore, DS participates in the protection of U.S. athletes at global sporting events throughout the year.

As noted in the Quadrennial Diplomacy and Development Review (QDDR), the Department uses private security contractors (PSCs) to help meet the extraordinary security requirements in critical threat and non-permissive environments. Through operational changes already implemented, the Department continues to ensure proper management and oversight of PSCs working overseas. Many of the changes and lessons learned have been incorporated into the new Worldwide Protective Services contract, which was awarded in September 2010. Additionally, DS has also instituted mandatory cultural awareness training. Prior to their deployment, all security contractors going to Iraq or Afghanistan are required to complete cultural awareness training using a Department-approved curriculum. DS has also added interpreters to protective security details to facilitate communication.

WORLDWIDE SECURITY PROTECTION

Security Infrastructure

DS is currently keeping pace with cyber threats, but, as the level of sophistication and number of cyber attacks increase, DS will need additional resources to maintain the integrity and security of the Department's classified information both for monitoring and incident response. DS maintains the ability to proactively monitor the Department's networks with an award-winning program that is one of the most rigorous network security programs in the Federal Government. DS is also poised to create a Center of Excellence for cyber security training.

DS conducts about 35,000 personnel security investigations each year to ensure that granting an individual access to classified information is clearly consistent with the interests of national security. The Security Infrastructure Directorate continues to strive to deliver expedient clearance checks, thorough investigations, and reduced backlogs; however, many external factors continue to affect the needs of the office. The Department projects hiring over 10,000 new contractors to support counterterrorism activities, who must receive security clearances from DS. This projection is a 33 percent increase over the current employee volume, which will require the office to grow by at least 140 personnel and to expend resources for training.

The Office of Computer Security (DS/SI/CS) provides the Department with the necessary cyber security direction to achieve its mission while protecting global electronic assets. The Office defends over 125,000 assets at 270 overseas posts and 150 domestic offices. It monitors network traffic, detects and responds to cyber security incidents, and scans for security compliance and known vulnerabilities. The Office works to assess cyber security threats and emerging security technologies that ensure continued protection of the Department's technology assets. DS/SI/CS creates and delivers the cyber security awareness program, and serves as the Department's central point for working with other USG intelligence and law enforcement agencies supporting Federal information sharing requirements.

DS's Office of Computer Security has noticed an increase in malicious cyber threat activity towards the Department and, as a result, the analysis reporting requirements and taskings have increased. In support of the DS/SI mission, and to counter new and emerging threats, the Office will deploy an advanced threat detection infrastructure Department wide. This will establish necessary Network Intrusion Detection Systems (NIDS), including one in the D.C. Metropolitan Area Network. NIDS will increase sensor visibility to better identify and remediate network threats to the Department's networks. With the implementation of NIDS, the Office will be required to process an increased quantity of alerts and will need to hire three senior level security-monitoring analysts with strong skill sets.

Performance

The Overseas Security Policy Board (OSPB) is an interagency body created to assist the Secretary in carrying out the statutory security responsibilities prescribed by the Omnibus Diplomatic Security and Antiterrorism Act of 1986. The OSPB provides a mechanism for collective consultation with other Federal agencies, and has been assigned responsibility to develop security polices and standards. OSPB security standards are threat-indexed countermeasures (i.e., actions, devices, procedures, or techniques that reduce vulnerability). Missions must conform to OSPB approved security standards found in the Foreign Affairs Handbook (FAH) 12 FAH-6 in order to maintain appropriate security of the mission.

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES			
Strategic Priority	Diplomatic Security		
Indicator	Conformity of Local Guard, Surveillance Detection and Residential Security Programs at Diplomatic Missions with Overseas Security Policy Board Standards (12 FAH-6).		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target	◀▶ On Target
TARGETS AND RESULTS			
FY 2012 Target	All applicable OSPB Standards (12 FAH-6) are met 100 percent of the time, and, when non-conformance is detected and verified, corrective actions are initiated within seven days. Compliance will be verified by conducting Program Management Reviews (PMRs) at 48 posts with priority given to Critical Threat posts and those posts in the top 20 in total program costs.		
FY 2011 Target	All applicable OSPB Standards (12 FAH-6) are met 100 percent of the time, and, when non-conformance is detected and verified, corrective actions are initiated within seven days. Compliance will be verified by conducting Program Management Reviews (PMRs) at 48 posts with priority given to Critical Threat posts and those posts in the top 20 in total program costs.		
FY 2010 Target	All applicable OSPB Standards (12 FAH-6) are met 100 percent of the time, and, when non-conformance is detected and verified, corrective actions are initiated within seven days. Compliance will be verified by conducting PMRs at 48 posts with priority given to Critical Threat posts and those posts in the top 20 in total program costs.		
FY 2010 Rating and Result	<p>Rating: On Target Diplomatic Security revised its Program Management Review (PMR) format and criteria, and increased the target number of PMRs during FY2010. During FY2010, DS conducted 66 PMRs to verify compliance, exceeding the final FY2010 target of 48. Posts where PMR's were conducted were reviewed not only for compliance with applicable OSPB Standards (12 FAH-6), but also for conformance with DS security program management policies and procedures. The 66 PMRs conducted averaged a score of 87 percent for all criteria. Corrective actions were initiated when necessary.</p>		
Impact	A safe and secure environment was maintained at U.S. diplomatic missions abroad to protect personnel and facilities and foster the successful conduct of U.S. foreign policy.		
FY 2009 Rating and Result	<p>Rating: On Target All applicable OSPB Standards (12 FAH-6) were met when non-conformance was detected and verified, corrective actions were initiated within seven days. Program Management Reviews were conducted at 40 posts against a target of 32.</p>		
FY 2008 Rating and Result	<p>Rating: New Indicator, No Rating N/A</p>		
FY 2007 Rating and Result	<p>Rating: New Indicator, No Rating N/A</p>		
VERIFICATION AND VALIDATION			
Methodology	Data are derived from comprehensive on-the-ground assessments by DOS security and staff professionals using interagency-approved Overseas Security Policy Board (OSPB) security standards as published and promulgated in Foreign Affairs Handbook 12 FAH-6.		
Data Source and Quality	Regional Security Officers (RSO) at Post, Embassy Emergency Action Committees, DS professional staff (Office of Regional Directors and Office of Overseas Protective Operations), and DOS Inspector General staff are primary data sources. The Data Quality Assessment revealed no significant data limitations.		

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Justification of Request

The Department is requesting \$1.454 billion for Worldwide Security Protection. This reflects a decrease of \$132.5 million from the FY 2010 Actual level, but an increase of \$53.7 million above the FY 2010 enduring actual level due to the shift of Overseas Contingency Operations (OCO) funding. This funding level includes \$33.7 million in current services increases for overseas price inflation, domestic inflation, but offset by efficiency cost savings of \$13.4 million. WSP funding supports security staffing of more than 1,683 personnel, core functions for the worldwide local guard program, high threat protection needs, security technology, armored vehicles, cyber security, information security, facility protection, and diplomatic couriers. The FY 2012 request provides funding to support the expansion of the consulate in Juba and the conversion of the consulate to an embassy in support of the January 2011 referendum on Sudan.

Bureau of Diplomatic Security

Operational Level Adjustment: \$3,350,000

The \$3.35 million in operational level adjustment in FY 2012 will be used to fund part of the WPS contract award increase for high threat guard and protective details around the world. The new WPS contract will be in effect on at increased cost over WPPSII. The Consolidated Appropriations Act allows the department to award contracts based on best value versus lowest bid, technically acceptable, NDA 681 and 862, Federal Acquisition Regulation (FAR) 52.225-19, and the implementation of DOD's Synchronized Pre-deployment and Operational Tracker (SPOT) reporting system, new requirements will be levied on Private Security Contractors (PSC) working in hostile locations.

DS/T/TPS Training & Performance Support: \$3,000,000

The Office of Training and Performance Support's (TPS) prepares Special Agents and Security Engineering personnel to assume positions that protect life and safety at Posts. The TPS training mission has expanded to train Foreign Service personnel and their families through Foreign Affairs Counter Threat (FACT). The goal is to provide the knowledge, techniques, and skills required to perform when the person begins his assignment. TPS is continuing its investment in technology based training with the intent to deploy that training on a just in time basis where it is most needed—another multi-year infrastructure development initiative.

DS/SI/IS - Computer Information Security: \$2,900,000

The mission of Information Security is to provide a secure environment for the custody and exchange of information critical to the conduct of American diplomacy and counterterrorism efforts. This request provides funding for Controlled Unclassified Information (CUI) implementation, policy coordination, training, and enforcement.

DS/SI/PSS - Personnel Security Suitability: \$2,025,000

The mission of the Department's personnel security program is to assure that granting an individual access to classified information is clearly consistent with the interests of national security. To fulfill its mission, the Office of Personnel Security and Suitability (PSS) conducts investigations on applicants, employees, contractors, and in certain circumstances, investigations for other federal agencies. In addition to conducting investigations, PSS provides information to the Bureau of Human Resources to

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assist in determining an applicant's suitability for employment. Funding for an additional position is critical for final security clearance determinations. Funding for RSO travel in support of background investigations is crucial in providing overseas lead coverage in the background investigation program and will require continued funding. PSS uses Iraq and Afghanistan funds in support of Department hiring decisions for positions that will be stationed in these two areas.

Juba Conversion and Expansion: \$1,951,000

The requested funding will provide for security costs related to the conversion and expansion of the U.S. Consulate Juba. It would also provide a dedicated Chief of Mission (COM) fully armored vehicle (FAV) as well as cover the cost of radios, weapons, Security Detail, Local Guard Force (LGF), and the startup cost associated with the Health Unit furniture and equipment, and other equipment.

DS/DO/ICI - Investigations and Counter Intelligence: \$1,530,000

Additional funding required in FY 2012 will provide additional travel as a majority of travel is OCONUS travel. Travel funding would support agents and additional funding will fund specialized training. In addition it will allow agents to conduct and manage all overseas criminal, counterintelligence investigations, and to service field offices. The Office of Professional Responsibility (PR) is responsible for conducting administrative and criminal investigations related to alleged misconduct and security clearance eligibility, investigations of unauthorized disclosure and the potential compromise of classified and sensitive information.

Worldwide Security Infrastructure – Surveillance Detection: \$1,473,000 including 1 position

The request will provide start-up costs for new Surveillance Detection (SD) programs and reactivate SD programs at five posts (Almaty, Astana, Tashkent, Ashgabat, and Bern) where host-nation approval was withdrawn but bilateral negotiations continue.

Position request includes one additional Special Agent to support Regional Security Office operations worldwide in countries with critical threat environments and increasing unrest such as, Mexico, Saudi Arabia, numerous posts throughout Africa, and to address inadequate staffing due to the numbers of personnel and outreach programs at posts such as Somalia, United Arab Emirates, and Vietnam.

Overseas Protective Operations (OPO): \$1,383,000

The FY 2012 request supports the Department's initiatives for administrative functions, worldwide security infrastructure, and visa and passport strategic security plans. It includes required staffing and funds to provide increased government management and oversight of the Worldwide Personal Protective Services (WPPS) program and other high risk contracts at danger pay posts.

To meet the ever-present threat of terrorist attacks, this budget request includes funding to meet the more rigorous standards for Political Violence and Terrorism for Local Guard, Surveillance Detection, and Residential Security Programs proposed by the Overseas Security Policy Board. These standards, for the first time, will establish minimum criteria for these programs to address the specific threat from indigenous and transnational terrorism. The budget also includes funds necessary to continue to address the security of soft targets. The funding request will support the mission of the Surveillance Detection (SD) program, which will enhance the ability of all Foreign Service posts to recognize potential pre-operational surveillance directed against U.S. embassy personnel and facilities abroad through the establishment of surveillance detection capabilities on a worldwide basis.

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TOPOFF (National Level Exercise): \$604,000

This request will allow an increase in the number of activities required to support the international component of the U.S. National Exercise Program (NEP) as well as the Joint Chiefs of Staff and Geographic Combatant Commander's National CT exercises.

Bureau of Administration

Domestic Emergency Preparedness (COOP/COG): \$7,427,000

In FY 2009, the Department initiated implementation of its five-year strategic plan to meet Federal mandates for Homeland Security. The FY 2012 request will provide the fourth-year requirements for the Bureau of Administration's implementation of the expansion of emergency communications for the Department's Alert Management System and Central Emergency Notification System. It will also provide for the establishment of a centralized Exercise, Evaluation, and Policy Program Office; rehabilitation of the physical facilities at the Department's alternate site for Continuity of Operations/Continuity of Government (COOP/COG); and renovation of billeting facilities at the alternate site.

Beltsville Information Management Center (BIMC): \$3,000,000

The Beltsville Information Management Center (BIMC) hosts the worldwide satellite/cable connectivity for the Department in a 20-year-old facility with limited emergency power/cooling redundancies that are currently mandated for critical infrastructure support. The age of the equipment and the multiple single-point-failure components of the power and cooling systems leave the operation highly vulnerable to catastrophic failure. The migration of other activities out of BIMC in FY 2009 and FY 2010 frees up space to permit the design and installation of a state-of-the-art fully redundant power/cooling infrastructure to support those critical applications remaining at BIMC. The requested funds will allow the Bureau of Administration to proceed with the security-related aspects of the design of the facility and initial site preparation.

Blair House – Security Upgrades: \$850,000

The Blair House complex is used to host foreign Heads of State during State visits and is considered a Level-5 facility for the Department (highest priority for vulnerability protection). It will be undergoing major renovations beginning in FY 2013 (with significant funding from General Service Administration's (GSA) building improvement fund) and will require security enhancements to its historic windows, which, at present, have very limited ballistic protection and do not meet current DS or Secret Service requirements. These enhancements are outside the scope of the GSA historic rehabilitation efforts and must be funded by the Department. This effort is consistent with the WSP funding guidelines for security upgrades. The FY 2012 funds will support the development of the ballistic protection program requirements and basic ballistic window design.

Expand Emergency Power Grid - NFATC: \$835,000

National Foreign Affairs Training Center (NFATC) is the alternate site for the Department's Mission Critical Team (MCT) in the event that a catastrophe renders HST Building uninhabitable. At present, only limited MCT functions, along with building life-safety functions, are provided emergency power. In the event of an actual activation of the MCT during a catastrophic power failure, there will be insufficient emergency power available on-site to sustain the necessary emergency support functions and the Department's Continuity of Operations/Continuity of Government (COOP/COG) functions would be jeopardized. This project will expand the emergency power grid on-site at NFATC, allowing the full

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MCT contingent to have emergency power if/when needed, consistent with COOP/COG requirements. Initial design and site work will be completed with FY 2012 funds.

Geospatial Data Collection (CMMS-MAXIMO): \$570,000

The Office of Emergency Management (OEM) is developing a geospatial database of all Department sites domestically in support of their COOP/COG and Emergency Preparedness mandates. Currently they rely on FMS to provide them facility-specific geospatial data and information for their database. At present, FMS does not store those data electronically but can do so utilizing IBM's MAXIMO, the computerized maintenance management system (CMMS) now being implemented. This effort supports OEM's mission mandate while providing benefit to FMS' CMMS activities. In order for FMS to provide data, resources are required to upload hard files (e.g., engineering drawings, equipment specifics, and BAS control logic points) onto an appropriate database (e.g., MAXIMO) for access by OEM, followed by periodic updating. FMS requests funds for software and licenses costs and data input expenses.

Corman Federal Building Relocation (Los Angeles, California): \$500,000

DS will be required to relocate, per GSA directive, to other space due to the FBI modernization and expansion of the existing facility. Moving to the James Corman Federal Building is the most cost effective option available to fulfill the State Department's relocation requirements. Due to increased responsibilities, DS will be opening and relocating several new and existing offices throughout the U.S., some of which will be co-located with new Passport Service facilities.

The relocated DS Satellite Office will occupy approximately 5,025 useable square feet on either the second or the fourth floor of the Corman Federal Building. This will allow DS to maintain an adequate coverage of the CA/Passport operation, which will be located on the first and second floors of the same facility. At the same time, the distance will avoid visibility and interaction with the Passport patrons. In line with the DS mission, this facility will have minimum-security detention and other law enforcement support equipment. When required, the secure escort of individuals from the building will occur. The new space will house approximately 16 Federal DS employees.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2010 Actual	371	591	790	0	1,752	1,365,374	220,840	1,586,214
FY 2011 CR	371	591	720	0	1,682	1,190,846	211,180	1,402,026
FY 2012 Built-in Changes								
Overseas Price Inflation	0	0	0	0	0	4,785	0	4,785
Regularize Program Funding	0	0	0	0	0	1,200	0	1,200
Domestic Inflation	0	0	0	0	0	6,735	6	6,741
Efficiency Savings	0	0	0	0	0	(13,416)	0	(13,416)
GSA Rents	0	0	0	0	0	1,057	0	1,057

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	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Local Guard Program Inflation	0	0	0	0	0	19,939	0	19,939
Total Built-in Changes	0	0	0	0	0	20,300	6	20,306
FY 2012 Current Services	371	591	720	0	1,682	1,211,146	211,186	1,422,332
FY 2012 Program Changes								
Operational Level Adjustment	0	0	0	0	0	3,350	0	3,350
DS/T/TPS Training & Performance Support	0	0	0	0	0	3,000	0	3,000
DS/SI/IS - Computer Information Security	0	0	0	0	0	2,900	0	2,900
DS/SI/PSS - Personnel Security Suitability	0	0	0	0	0	2,025	0	2,025
Juba Conversion and Expansion	0	0	0	0	0	1,951	0	1,951
DS/DO/ICI - Investigations and Counter Intelligence	0	0	0	0	0	1,530	0	1,530
Worldwide Security Infrastructure – Surveillance Detection	1	0	0	0	1	844	629	1,473
Overseas Protective Operations (OPO)	0	0	0	0	0	1,383	0	1,383
TOPOFF – National Level Exercise	0	0	0	0	0	604	0	604
Domestic Emergency Preparedness (COOP/COG)	0	0	0	0	0	7,427	0	7,427
Beltsville Information Management Center (BIMC)	0	0	0	0	0	3,000	0	3,000
Blair House – Security Upgrades	0	0	0	0	0	850	0	850
Expand Emergency Power Grid - NFATC	0	0	0	0	0	835	0	835
Geospatial Data Collection (CMMS-MAXIMO)	0	0	0	0	0	570	0	570
Corman Federal Building	0	0	0	0	0	500	0	500

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	Positions				Funds (\$ in thousands)			
	American			Pos Total	Bureau Managed	American Salaries	Funds Total	
	CS	FS Dom	Overseas					
Relocation								
Total Program Changes	1	0	0	0	1	30,769	629	31,398
FY 2012 Request	372	591	720	0	1,683	1,241,915	211,815	1,453,730

(1) FY2011 Base includes recurred supplemental funds

Staff by Program Activity (positions)

None	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Maintaining Ongoing Security Activities	1,752	1,682	1,683
Protection of Facilities	154	154	154
Protection of Information	307	300	300
Protection of Life	1,291	1,228	1,229
Countermeasures	459	447	448
Bureau Direction	16	16	16
Domestic Administrative Management	0	0	0
Domestic Protection of Information	35	32	32
Domestic Protection of Life	48	48	48
Infrastructure Systems	61	61	61
Overseas Personnel Services	0	0	1
Overseas Protection of Life	299	290	290
Diplomatic Security Operations	112	112	112
Mission Security Operations	50	50	50
Intelligence and Research	4	4	4
Domestic Administrative Management	58	58	58
Domestic Operations	217	217	217
Mission Security Operations	217	217	217
International Programs OPO	330	301	301
Domestic Administrative Management	40	40	40
International Security Affairs	10	10	10
Mission Direction	50	50	50
Overseas Protection of Life	230	201	201
Personnel	418	389	389
Bureau Direction	21	21	21

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None	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Management	11	11	11
Domestic Protection of Information	40	40	40
Domestic Protection of Life	0	0	0
Mission Security Operations	43	43	43
Overseas Protection of Information	36	36	36
Overseas Protection of Life	267	238	238
Security Infrastructure	149	149	149
Infrastructure Security	129	129	129
Infrastructure Systems	20	20	20
Training	67	67	67
Security Training	52	52	52
Domestic Administrative Management	15	15	15
Total	1,752	1,682	1,683

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Maintaining Ongoing Security Activities	963	720		1,683	1,241,915	211,815	1,453,730
Countermeasures	153	295	0	448	330,596	56,385	386,981
Bureau Direction	16	0	0	16	11,807	2,014	13,820
Domestic Administrative Management	1	0	0	1	738	126	864
Domestic Protection of Information	31	0	0	31	22,886	3,902	26,777
Domestic Protection of Life	48	0	0	48	35,420	6,041	41,473
Environmental Health	0	0	0	0	0	0	0
Infrastructure Systems	56	5	0	61	45,013	7,677	52,690
Overseas Personnel Services	1	0	0	1	738	126	864
Overseas Protection of Life	0	290	0	290	213,994	36,499	250,493
Diplomatic Security Operations	112	0	0	112	82,646	14,096	96,742
Intelligence and Research	4	0	0	4	2,952	503	3,455
Domestic Administrative Management	58	0	0	58	42,799	7,300	50,099
Mission Security Operations	50	0	0	50	36,895	6,293	43,188
Domestic Operations	217	0	0	217	160,126	27,312	187,438

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Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Mission Security Operations	217	0	0	217	160,126	27,312	187,438
International Programs OPO	100	201	0	301	222,111	37,876	259,987
Domestic Administrative Management	40	0	0	40	29,516	50,34	34,551
International Security Affairs	10	0	0	10	7,379	1,259	8,638
Mission Direction	50	0	0	50	36,896	6,293	43,189
Overseas Protection of Life	0	201	0	201	148,320	25,324	173,609
Personnel	268	121	0	389	287,047	48,963	336,010
Bureau Direction	21	0	0	21	15,496	2,645	18,141
Domestic Administrative Management	11	0	0	11	8,117	1,384	9,501
Domestic Protection of Information	40	0	0	40	29,516	5,034	34,550
Mission Security Operations	7	36	0	43	31,730	5,412	37,142
Overseas Protection of Information	0	36	0	36	26,565	4,531	31,095
Mission Direction	50	0	0	50	36,896	6,293	43,190
Overseas Protection of Life	139	49	0	188	138,727	23,664	162,391
Security Infrastructure	149	0	0	149	109,949	18,753	128,701
Infrastructure Systems	20	0	0	20	14,759	2,517	17,275
Infrastructure Security systems	129	0	0	129	95,190	16,236	111,426
Training	67	0	0	67	49,440	8,430	57,871
Security Training	52	0	0	52	38,371	6,545	44,915
Domestic Administrative Management	15	0	0	15	11,069	1,885	12,956
Total	963	720	0	1,683	1,241,915	211,815	1,453,730

Staff by Domestic Organization Unit (positions)

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Director for International Programs	116	116	116
Assistant Secretary for Diplomatic Security	9	9	9
Executive Director	127	127	127
Office of Chief Technology Office	25	25	25
Office of Diplomatic Courier Service	249	201	201
Office of Domestic Facilities Protection	75	75	75
Office of Facility Protection Operations	65	65	65

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Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Field Office Management	50	50	50
Office of Information Security	144	144	144
Office of Intelligence & Threat Analysis	89	89	89
Office of Investigations & Counterintelligence	4	4	4
Office of Mobile Security Deployment	40	40	40
Office of Personnel Security/Suitability	10	10	11
Office of Physical Security Programs	80	80	80
Office of Security Technology	75	53	53
Total	1,158	1,088	1,089

Funds by Domestic Organization Unit

(\$ in thousands)

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Director for International Programs	622,922	389,652	426,307
Assistant Director for Training	56	53	5,905
Assistant Secretary for Diplomatic Security	136,250	126,652	128,879
Deputy Assistant Secretary for Countermeasures	56	53	51
Deputy Assistant Secretary for Diplomatic Security Service	53	52	2,530
Director Information Assurance	17,012	7,922	9,771
Director Infrastructure	44,260	53,350	51,709
Executive Director	868	587	18,390
GSA & Other Rents Management	38,068	38,068	39,125
Office of Administration	124,156	132,410	90,000
Office of Chief Technology Office	36,774	34,542	33,000
Office of Clinical Services	3,458	3,458	3,324
Office of Counter-Intelligence and Consular Support (INR/CCS)	395	395	401
Office of Diplomatic Courier Service	12,416	10,593	11,140
Office of Domestic Facilities Protection	39,745	34,542	30,000
Office of Emergency Management	14,794	14,794	22,285
Office of Facilities Management Services	2,196	2,196	7,963
Office of Facility Protection Operations	39,745	46,056	44,000
Office of Field Office Management	2,128	2,303	2,200
Office of Information Security	22,821	23,028	87,690
Office of Intelligence & Threat Analysis	7,095	6,908	8,050

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Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Investigations & Counterintelligence	15,608	53,857	20,000
Office of Mobile Security Deployment	5,439	4,606	4,260
Office of Personnel Security/Suitability	35,237	34,542	35,600
Office of Physical Security Programs	43,869	59,872	57,200
Office of Property, Taxes, Services, and Benefits	0	0	1,200
Office of Protection	22,939	23,128	20,000
Office of Security Technology	108,193	103,625	100,000
Office of Training and Performance Support	40,676	46,056	44,000
Other Office of the Secretary-CT-INS	1,200	1,200	1,748
Other Post Assignment Travel	14,833	14,833	14,920
Public Affairs Staff	1,065	806	770
School of Language Studies	7,177	7,177	6,602
WMD/Terrorism	1,453	1,453	1,453
Workers Compensation	1,200	0	0
Total	1,464,157	1,278,769	1,330,473

Staff by Post (positions)

Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Afghanistan, Kabul	25	0	25	25	0	25	25	0	25
Albania, Tirane	1	0	1	1	0	1	1	0	1
Algeria, Algiers	3	0	3	3	0	3	3	0	3
Angola, Luanda	2	0	2	1	0	1	5	0	5
Argentina, Buenos Aires	3	0	3	2	0	2	3	0	3
Armenia, Yerevan	2	0	2	2	0	2	2	0	2
Austria, Vienna	2	0	2	2	0	2	2	0	2
Azerbaijan, Baku	1	0	1	1	0	1	1	0	1
Bahrain, Manama	2	0	2	2	0	2	2	0	2
Bangladesh, Dhaka	9	0	9	9	0	9	9	0	9
Barbados, Bridgetown	3	0	3	3	0	3	3	0	3
Belarus, Minsk	1	0	1	1	0	1	1	0	1
Belgium, Brussels	2	0	2	2	0	2	2	0	2
Belize, Belize City	0	0	0	0	0	0	0	0	0

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Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Belize, Belmopan	4	0	4	2	0	2	4	0	4
Benin, Cotonou	2	0	2	1	0	1	5	0	5
Bolivia, La Paz	2	0	2	3	0	3	1	0	1
Bosnia and Herzegovina, Sarajevo	2	0	2	2	0	2	2	0	2
Botswana, Gaborone	2	0	2	1	0	1	5	0	5
Brazil, Brasilia	4	0	4	3	0	3	4	0	4
Brazil, Rio de Janeiro	1	0	1	3	0	3	2	0	2
Brazil, Sao Paulo	2	0	2	2	0	2	2	0	2
Brunei, Bandar Seri Begawan	2	0	2	2	0	2	1	0	1
Bulgaria, Sofia	1	0	1	1	0	1	1	0	1
Burkina Faso, Ouagadougou	1	0	1	1	0	1	5	0	5
Burma, Rangoon	3	0	3	2	0	2	2	0	2
Burundi, Bujumbura	3	0	3	2	0	2	6	0	6
Cambodia, Phnom Penh	2	0	2	3	0	3	1	0	1
Cameroon, Yaounde	3	0	3	2	0	2	6	0	6
Canada, Montreal	1	0	1	2	0	2	2	0	2
Canada, Ottawa	0	0	0	0	0	0	0	0	0
Canada, Toronto	2	0	2	2	0	2	2	0	2
Canada, Vancouver	2	0	2	2	0	2	3	0	3
Central Afr Rep., Bangui	1	0	1	1	0	1	5	0	5
Chad, N'Djamena	3	0	3	2	0	2	2	0	2
Chile, Santiago	1	0	1	2	0	2	1	0	1
China, Beijing	4	0	4	2	0	2	2	0	2
China, Chengdu	4	0	4	2	0	2	2	0	2
China, Hong Kong	4	0	4	2	0	2	2	0	2
China, Shanghai	2	0	2	3	0	3	1	0	1
China, Shenyang	2	0	2	3	0	3	2	0	2
Colombia, Bogota	6	0	6	4	0	4	4	0	4
Costa Rica, San Jose	2	0	2	2	0	2	3	0	3
Cote d'Ivoire, Abidjan	3	0	3	2	0	2	2	0	2
Croatia, Zagreb	1	0	1	1	0	1	1	0	1
Cyprus, Nicosia	1	0	1	1	0	1	1	0	1
Czech Republic, Prague	1	0	1	1	0	1	1	0	1
Dem. Rep of Congo, Kinshasa	1	0	1	1	0	1	1	0	1
Djibouti (Rep. Of), Djibouti	3	0	3	2	0	2	2	0	2
Dom. Republic, Santo Domingo	2	0	2	2	0	2	2	0	2

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Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
DS/DC/FRDCD	3	0	3	3	0	3	3	0	3
Ecuador, Guayaquil	1	0	1	2	0	2	2	0	2
Ecuador, Quito	3	0	3	2	0	2	3	0	3
Egypt, Cairo	6	0	6	6	0	6	6	0	6
El Salvador, San Salvador	1	0	1	2	0	2	2	0	2
England, London	4	0	4	4	0	4	4	0	4
Ethiopia, Addis Ababa	3	0	3	2	0	2	2	0	2
Fiji, Suva	2	0	2	2	0	2	2	0	2
Finland, Helsinki	2	0	2	2	0	2	2	0	2
France, Paris	3	0	3	3	0	3	3	0	3
Gabon, Libreville	2	0	2	1	0	1	1	0	1
Gambia, Banjul	2	0	2	1	0	1	1	0	1
Georgia, DS Tbilisi	2	0	2	2	0	2	2	0	2
Georgia, Tbilisi	1	0	1	1	0	1	1	0	1
Germany, Berlin	1	0	1	1	0	1	1	0	1
Germany, Frankfurt	7	0	7	7	0	7	7	0	7
Germany, Munich	1	0	1	1	0	1	1	0	1
Ghana, Accra	3	0	3	2	0	2	2	0	2
Greece, Athens	3	0	3	3	0	3	3	0	3
Guatemala, Guatemala City	1	0	1	2	0	2	1	0	1
Guinea, Conakry	1	0	1	5	0	5	1	0	1
Guyana, Georgetown	1	0	1	2	0	2	1	0	1
Haiti, Port-au-Prince	2	0	2	2	0	2	2	0	2
Hungary, Budapest	3	0	3	3	0	3	3	0	3
Iceland, Reykjavik	1	0	1	1	0	1	1	0	1
India, Chennai (CG)	0	0	0	0	0	0	0	0	0
India, Mumbai (CG)	1	0	1	1	0	1	1	0	1
India, New Delhi	29	0	29	29	0	29	29	0	29
Indonesia, Jakarta	3	0	3	2	0	2	2	0	2
Indonesia, Surabaya	2	0	2	3	0	3	1	0	1
Iraq, Baghdad	73	0	73	73	0	73	73	0	73
Ireland, Dublin	2	0	2	2	0	2	2	0	2
Israel, Jerusalem	6	0	6	6	0	6	6	0	6
Israel, Tel Aviv	5	0	5	5	0	5	5	0	5
Italy, Milan	1	0	1	1	0	1	1	0	1
Italy, Rome	2	0	2	2	0	2	2	0	2

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Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Jamaica, Kingston	1	0	1	0	0	0	2	0	2
Japan, Tokyo	2	0	2	3	0	3	1	0	1
Jordan, Amman	2	0	2	2	0	2	2	0	2
Kazakhstan, Almaty	3	0	3	3	0	3	3	0	3
Kazakhstan, Astana	3	0	3	3	0	3	3	0	3
Kenya, Nairobi	3	0	3	2	0	2	2	0	2
Kosovo, Pristina	2	0	2	2	0	2	2	0	2
Kuwait, Kuwait	2	0	2	2	0	2	2	0	2
Kyrgyzstan, Bishkek	8	0	8	8	0	8	8	0	8
Laos, Vientiane	2	0	2	3	0	3	2	0	2
Latvia, Riga	1	0	1	1	0	1	1	0	1
Lebanon, Beirut	1	0	1	1	0	1	1	0	1
Lesotho, Maseru	1	0	1	1	0	1	1	0	1
Liberia, Monrovia	3	0	3	2	0	2	2	0	2
Libya, Tripoli	2	0	2	2	0	2	2	0	2
Lithuania, Vilnius	1	0	1	1	0	1	1	0	1
Luxembourg, Luxembourg	1	0	1	1	0	1	1	0	1
Macedonia, Skopje	2	0	2	2	0	2	2	0	2
Madagascar, Antananarivo	3	0	3	2	0	2	2	0	2
Malaysia, Kota Kinabalu	0	0	0	0	0	0	0	0	0
Malaysia, Kuala Lumpur	2	0	2	2	0	2	1	0	1
Mali, Bamako	1	0	1	3	0	3	1	0	1
Malta, Valletta	1	0	1	1	0	1	1	0	1
Mauritania, Nouakchott	3	0	3	2	0	2	2	0	2
Mauritius, Port Louis	1	0	1	3	0	3	1	0	1
Melbourne, Australia	0	0	0	0	0	0	0	0	0
Mexico, Ciudad Juarez	4	0	4	2	0	2	5	0	5
Mexico, Guadalajara	4	0	4	4	0	4	4	0	4
Mexico, Hermosillo	2	0	2	4	0	4	1	0	1
Mexico, Matamoros	2	0	2	2	0	2	1	0	1
Mexico, Merida	3	0	3	0	0	0	1	0	1
Mexico, Mexico City	4	0	4	3	0	3	2	0	2
Mexico, Monterrey	3	0	3	3	0	3	3	0	3
Mexico, Nogales	2	0	2	3	0	3	2	0	2
Mexico, Nuevo Laredo	3	0	3	3	0	3	3	0	3
Mexico, Tijuana	4	0	4	3	0	3	4	0	4

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Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Moldova, Chisinau	1	0	1	1	0	1	1	0	1
Mongolia, Ulaanbaatar	2	0	2	2	0	2	2	0	2
Morocco, Rabat	1	0	1	1	0	1	1	0	1
Mozambique, Maputo	2	0	2	3	0	3	1	0	1
Nepal, Kathmandu	9	0	9	9	0	9	9	0	9
Netherlands, The Hague	1	0	1	1	0	1	1	0	1
New Zealand, Wellington	2	0	2	3	0	3	2	0	2
Nicaragua, Managua	3	0	3	3	0	3	3	0	3
Niger, Niamey	2	0	2	3	0	3	1	0	1
Nigeria, Abuja	1	0	1	3	0	3	1	0	1
Nigeria, Lagos	3	0	3	2	0	2	2	0	2
Norway, Oslo	2	0	2	2	0	2	2	0	2
Oman, Muscat	2	0	2	2	0	2	2	0	2
Pakistan, Islamabad	13	0	13	13	0	13	13	0	13
Pakistan, Lahore (CG)	1	0	1	1	0	1	1	0	1
Pakistan, Peshawar (CN)	1	0	1	1	0	1	1	0	1
Panama, Panama City	2	0	2	2	0	2	2	0	2
Papua New Guinea, Port Moresby	2	0	2	2	0	2	2	0	2
Paraguay, Asuncion	2	0	2	2	0	2	3	0	3
Peru, Lima	4	0	4	5	0	5	4	0	4
Philippines, Manila	3	0	3	3	0	3	2	0	2
Poland, Krakow	1	0	1	1	0	1	1	0	1
Poland, Warsaw	2	0	2	2	0	2	2	0	2
Portugal, Lisbon	1	0	1	1	0	1	1	0	1
Qatar, Doha	4	0	4	4	0	4	4	0	4
Rep. Of the Congo, Brazzaville	2	0	2	3	0	3	1	0	1
Romania, Bucharest	2	0	2	2	0	2	2	0	2
Russia, Moscow	4	0	4	4	0	4	4	0	4
Russia, St Petersburg	1	0	1	1	0	1	1	0	1
Rwanda, Kigali	2	0	2	3	0	3	1	0	1
Saudi Arabia, Dhahran	2	0	2	2	0	2	2	0	2
Saudi Arabia, Jeddah	1	0	1	1	0	1	1	0	1
Saudi Arabia, Riyadh	4	0	4	4	0	4	4	0	4
Senegal, Dakar	2	0	2	3	0	3	1	0	1
SEOP, Baku	2	0	2	2	0	2	2	0	2
SEOP, Lisbon	1	0	1	1	0	1	1	0	1

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
SEOP, Stockholm	2	0	2	2	0	2	2	0	2
Sierra Leone, Freetown	2	0	2	3	0	3	4	0	4
Singapore, Singapore	2	0	2	2	0	2	9	0	9
Slovakia, Bratislava	1	0	1	1	0	1	1	0	1
Slovenia, Ljubljana	1	0	1	1	0	1	1	0	1
South Africa, Johannesburg	2	0	2	3	0	3	1	0	1
South Africa, Pretoria	5	0	5	4	0	4	2	0	2
South Korea, Seoul	2	0	2	3	0	3	2	0	2
Spain, Madrid	1	0	1	1	0	1	1	0	1
Sri Lanka, Colombo	5	0	5	5	0	5	5	0	5
Sudan, Khartoum	4	0	4	3	0	3	2	0	2
Suriname, Paramaribo	3	0	3	4	0	4	3	0	3
Swaziland, Mbabane	2	0	2	3	0	3	1	0	1
Switzerland, Bern	1	0	1	1	0	1	1	0	1
Switzerland, Geneva	1	0	1	1	0	1	1	0	1
Syria, Damascus	3	0	3	3	0	3	3	0	3
Tajikistan, Dushanbe	3	0	3	3	0	3	3	0	3
Tanzania, Dar-es-Salaam	2	0	2	3	0	3	1	0	1
Thailand, Bangkok	3	0	3	2	0	2	2	0	2
Thailand, Chiang Mai	3	0	3	2	0	2	2	0	2
Timor-Leste, Dili	2	0	2	3	0	3	11	0	11
Togo, Lome	3	0	3	2	0	2	6	0	6
Trinidad, Port-au-Spain	2	0	2	4	0	4	2	0	2
Tunisia, Tunis	1	0	1	1	0	1	1	0	1
Turkey, Ankara	2	0	2	2	0	2	2	0	2
Turkey, Istanbul	2	0	2	2	0	2	2	0	2
Turkmenistan, Ashgabat	7	0	7	7	0	7	7	0	7
Uganda, Kampala	3	0	3	2	0	2	2	0	2
Ukraine, Kyiv	3	0	3	3	0	3	3	0	3
United Arab Emirates, Abu Dhabi	4	0	4	4	0	4	4	0	4
United Arab Emirates, Dubai	3	0	3	3	0	3	3	0	3
Uruguay, Montevideo	3	0	3	3	0	3	3	0	3
Uzbekistan, Tashkent	1	0	1	1	0	1	1	0	1
Uzbekistan, Tashkent	2	0	2	2	0	2	2	0	2
Venezuela, Caracas	3	0	3	2	0	2	3	0	3
Vietnam, Danang	0	0	0	0	0	0	0	0	0

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Vietnam, Hanoi	3	0	3	3	0	3	3	0	3
Vietnam, Ho Chi Minh City	2	0	2	3	0	3	3	0	3
Yemen, Sanaa	5	0	5	5	0	5	5	0	5
Zambia, Lusaka	2	0	2	3	0	3	1	0	1
Zimbabwe, Harare	2	0	2	3	0	3	1	0	1
Total	594	0	594	594	0	594	594	0	594

Funds by Post

(\$ in thousands)

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Afghanistan, Kabul	4,924	4,924	4,924
Algeria, Algiers	829	829	829
Angola, Luanda	317	420	420
Argentina, Buenos Aires	485	489	489
Armenia, Yerevan	282	0	0
Bahrain, Manama	675	675	675
Bangladesh, Dhaka	2,203	2,203	2,203
Barbados, Bridgetown	501	505	505
Belgium, Brussels	282	0	0
Belize, Belmopan	786	794	775
Benin, Cotonou	517	625	625
Bolivia, La Paz	213	217	207
Botswana, Gaborone	250	349	349
Brazil, Brasilia	732	750	740
Brazil, Rio de Janeiro	453	457	447
Brazil, Sao Paulo	437	441	431
Brunei, Bandar Seri Begawan	403	605	405
Bulgaria, Sofia	85	0	0
Burkina Faso, Ouagadougou	368	471	471
Burma, Rangoon	694	499	499
Burundi, Bujumbura	707	707	554
Cambodia, Phnom Penh	494	701	501
Cameroon, Yaounde	820	825	625
Canada, Montreal	344	348	338

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Canada, Toronto	436	444	384
Canada, Vancouver	508	512	552
Central Afr Rep., Bangui	200	395	295
Chad, N'Djamena	532	525	325
Chile, Santiago	242	246	245
China, Beijing	1,049	663	863
China, Chengdu	565	379	379
China, Hong Kong	632	450	450
China, Shanghai	657	773	773
China, Shenyang	280	475	375
Colombia, Bogota	909	925	915
Costa Rica, San Jose	515	519	519
Cote d'Ivoire, Abidjan	502	494	394
Cyprus, Nicosia	141	0	0
Dem. Rep of Congo, Kinshasa	335	536	436
Djibouti (Rep. Of), Djibouti	780	783	683
Dom. Republic, Santo Domingo	472	476	466
Ecuador, Guayaquil	393	399	369
Ecuador, Quito	578	582	572
Egypt, Cairo	1,265	1,265	1,265
El Salvador, San Salvador	376	380	400
Ethiopia, Addis Ababa	564	366	366
Fiji, Suva	594	806	606
Finland, Helsinki	282	0	0
France, Paris	423	0	0
Gabon, Libreville	274	472	372
Gambia, Banjul	287	591	491
Germany, Berlin	141	0	0
Germany, Frankfurt	1,269	0	0
Germany, Munich	141	0	0
Ghana, Accra	635	632	532
Greece, Athens	564	0	0
Guatemala, Guatemala City	206	210	260
Guinea, Conakry	411	515	515
Guyana, Georgetown	235	239	229
Haiti, Port-au-Prince	417	421	425
Hungary, Budapest	423	0	0

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
India, Mumbai (CG)	68	68	68
India, New Delhi	6,314	6,314	6,314
Indonesia, Jakarta	733	556	556
Indonesia, Surabaya	307	403	264
Iraq, Baghdad	10,210	10,210	10,210
Israel, Jerusalem	1,776	1,776	1,776
Israel, Tel Aviv	1,224	1,224	1,224
Italy, Rome	423	0	0
Jamaica, Kingston	275	275	363
Japan, Tokyo	327	424	424
Jordan, Amman	404	404	404
Kazakhstan, Almaty	250	250	250
Kazakhstan, Astana	560	560	560
Kenya, Nairobi	794	809	809
Kosovo, Pristina	423	0	0
Kuwait, Kuwait	703	703	703
Kyrgyzstan, Bishkek	1,101	1,101	1,101
Laos, Vientiane	469	674	758
Lesotho, Maseru	200	295	295
Liberia, Monrovia	464	256	356
Luxembourg, Luxembourg	141	0	0
Macedonia, Skopje	423	0	0
Madagascar, Antananarivo	610	368	568
Malaysia, Kuala Lumpur	307	503	303
Mali, Bamako	277	361	361
Mauritania, Nouakchott	685	447	647
Mauritius, Port Louis	295	372	372
Mexico, Ciudad Juarez	684	696	686
Mexico, Guadalajara	622	626	606
Mexico, Hermosillo	212	216	236
Mexico, Matamoros	212	216	236
Mexico, Merida	150	150	236
Mexico, Mexico City	430	434	355
Mexico, Monterrey	602	573	560
Mexico, Nogales	337	341	375
Mexico, Nuevo Laredo	467	476	510
Mexico, Tijuana	715	723	731

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Mongolia, Ulaanbaatar	601	614	1,063
Montenegro, Podgorica	13,725	22,552	22,552
Morocco, Rabat	349	349	349
Mozambique, Maputo	350	435	435
Nepal, Kathmandu	2,203	2,203	2,203
New Zealand, Wellington	785	607	607
Nicaragua, Managua	660	572	535
Niger, Niamey	395	482	482
Nigeria, Abuja	749	505	505
Nigeria, Lagos	674	635	635
Norway, Oslo	282	0	0
Oman, Muscat	629	629	629
Pakistan, Islamabad	2,759	2,759	2,759
Pakistan, Peshawar (CN)	250	250	250
Panama, Panama City	368	372	365
Papua New Guinea, Port Moresby	397	598	498
Paraguay, Asuncion	561	569	540
Peru, Lima	849	761	851
Philippines, Manila	800	607	523
Poland, Krakow	141	0	0
Portugal, Lisbon	141	0	0
Qatar, Doha	962	962	962
Rep. Of the Congo, Brazzaville	216	295	295
Romania, Bucharest	282	0	0
Russia, Moscow	705	0	0
Rwanda, Kigali	409	506	506
Saudi Arabia, Riyadh	1,039	1,039	1,039
Senegal, Dakar	345	425	425
Sierra Leone, Freetown	325	409	409
Singapore, Singapore	578	599	589
Slovakia, Bratislava	141	0	0
Slovenia, Ljubljana	141	0	0
South Africa, Johannesburg	466	555	555
South Africa, Pretoria	1,464	1,029	1,029
South Korea, Seoul	275	270	470
Spain, Madrid	141	0	0
Sri Lanka, Colombo	1,101	1,101	1,101

WORLDWIDE SECURITY PROTECTION

Worldwide Security Protection	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Sudan, Khartoum	1,485	940	1,240
Suriname, Paramaribo	535	539	529
Swaziland, Mbabane	341	422	422
Switzerland, Bern	141	0	0
Switzerland, Geneva	141	0	0
Tajikistan, Dushanbe	550	550	550
Tanzania, Dar-es-Salaam	306	333	386
Thailand, Bangkok	971	773	773
Thailand, Chiang Mai	574	386	386
Timor-Leste, Dili	460	565	865
Togo, Lome	575	323	623
Trinidad, Port-au-Spain	396	404	394
Tunisia, Tunis	310	310	310
Turkey, Ankara	282	0	0
Turkey, Istanbul	282	0	0
Turkmenistan, Ashgabat	1,101	1,101	1,101
Uganda, Kampala	608	574	574
United Arab Emirates, Abu Dhabi	1,081	1,081	1,081
United Kingdom, London	564	0	0
Uruguay, Montevideo	689	701	601
Uzbekistan, Tashkent	549	549	549
Venezuela, Caracas	587	591	612
Vietnam, Hanoi	919	752	652
Vietnam, Ho Chi Minh City	296	485	585
Yemen, Sanaa	1,264	1,264	1,264
Zambia, Lusaka	275	351	351
Zimbabwe, Harare	289	263	363
Total	122,057	122,057	122,057

WORLDWIDE SECURITY PROTECTION

Funds by Object Class (\$ in thousands)

None	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	293,347	263,195	259,761
1200 Personnel Benefits	125,694	122,658	123,830
1300 Benefits Former Personnel	3,951	4,390	4,410
2100 Travel & Trans of Persons	48,773	52,776	46,088
2200 Transportation of Things	14,788	15,891	14,672
2300 Rents, Comm & Utilities	79,089	118,882	99,139
2400 Printing & Reproduction	1,182	1,172	941
2500 Other Services	765,117	533,706	637,940
2600 Supplies and Materials	44,046	56,329	27,700
3100 Personal Property	175,776	201,430	200,104
3200 Real Property	33,818	31,087	38,613
4100 Grants, Subsidies & Contrb	633	510	532
Total	1,586,214	1,402,026	1,453,730

IT CENTRAL FUND

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Capital Investment Fund	139,000	139,000	125,000
Expedited Passport Fees	161,500	127,000	139,000
Total IT Central Fund	300,500	266,000	264,000

Program Description

The Department of State Information Technology Strategic Plan (ITSP) for FY 2011 to FY 2013 focuses on the following major strategic goals and sub-goals:

- **Goal 1, Digital Diplomacy** – enables enhanced collaboration and information sharing among internal and external stakeholders by applying modern tools of social networking and value-added information resources to the challenges of diplomacy and development. Sub-goals are:
 - Goal 1.1 – Social media to promote diplomatic initiatives
 - Goal 1.2 – Creation and management of knowledge in support of diplomacy
 - Goal 1.3 – Integration of management systems
- **Goal 2, Cloud Computing** – provides global access to all U.S. agencies operating overseas under the authority of the Chief of Mission via a robust, worldwide, web-based infrastructure. Sub-goals are:
 - Goal 2.1 – Cloud-based application and processing environment is established
 - Goal 2.2 – Redesigned and consolidated network
 - Goal 2.3 – An evolving suite of user-driven mobile technology and end-user services is deployed
 - Goal 2.4 – Enhanced risk management, cyber security and reduction of sensitive holdings
 - Goal 2.5 – Department computing is “Green”
- **Goal 3, Department of State’s IT Leadership** – ensures effective governance of all IT resources, domestic and overseas, and focusing on accountability to customers for excellence in performance and service delivery. Sub-goals are:
 - Goal 3.1 – A robust Governance structure
 - Goal 3.2 – Performance Management is used rigorously
 - Goal 3.3 – Workforce Management and Training

The Department plans to execute the following FY 2012 priority investments in support of the IT Strategic Plan:

IT CENTRAL FUND

Activities - Funds by Goal	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Goal One: Digital Diplomacy	119,578	102,598	109,898
Integrated Logistics Management System (ILMS)	19,738	19,738	25,460
Joint Financial Management System (JFMS)	2,579	9,171	10,616
Integrated Personnel Management System (IPMS)	5,869	5,586	6,732
Global Foreign Affairs Compensation System (GFACS)	19,964	20,000	18,057
Support for Legacy Compensation System	6,500	6,500	6,630
Enterprise Data Warehouse	2,500	5,600	5,700
Main State Messaging Center	17,115	15,166	12,354
SMART - State Messaging and Archive Retrieval Toolset	34,885	11,222	-
Electronic Medical Record (EMR)	2,903	-	3,000
Post Administrative Software Suite (PASS)	3,143	4,359	4,400
Department of State SharePoint® Services	-	-	2,943
Travel Manager Program	2,640	2,640	5,000
Goal One Other	1,742	2,616	9,006
Goal Two: Cloud Computing	167,052	152,214	138,519
Foreign Affairs Network (FAN)	-	3,000	9,840
Enterprise Server Operations Center	21,564	16,640	14,470
Mobile Computing	3,080	3,310	3,400
Global IT Modernization	69,051	83,584	75,778
Enterprise Software - Licensing and Maintenance	61,753	19,998	19,771
Post Telephones	6,304	3,500	3,570
Goal Two Other	5,300	22,182	11,690
Goal Three: IT Leadership	13,870	11,188	15,583
FSI Corporate Systems – STMS	-	-	3,400
FSI Instructional Support (SAIT)	3,874	3,772	4,526
FSI Learning Infrastructure	3,015	3,015	3,500
Goal Three Other	6,981	4,401	4,157
Total IT Central Fund	300,500	266,000	264,000

Performance

The Bureau of Administration manages the development and deployment of the Integrated Logistics Management System (ILMS), the enterprise-wide logistics system that is the backbone of the Department's logistics infrastructure. ILMS streamlines and modernizes supply chain operations and fully integrates procurement and logistics with financial management. When completely implemented, ILMS will provide an enhanced logistics information and e-business platform for Department customers, stakeholders, and partners.

IT CENTRAL FUND

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Administrative Services					
Bureau Goal	Use technology to provide effective and efficient management processes for the Department					
Indicator	Cumulative variance from planned cost and schedule for the Integrated Logistics Management System					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	-0.25%; -0.80% [Baseline]	1.38%; -0.04%	Both less than +/- 5%	Both less than +/- 5%	Both less than +/- 5%
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▲ On Target			
Reason for Exceeding Target	N/A					
Impact	ILMS is the backbone of the Department's logistics infrastructure, providing worldwide, state-of-the-art supply chain management tools for the requisition, procurement, distribution, transportation, receipt, asset management, diplomatic pouch and mail, and tracking of goods and services. ILMS supports the Department's strategic priority "Administrative Services".					
Methodology	The project rating is calculated based on the cumulative variance from planned cost and schedule values for the overall project. These values are reported in the ILMS OMB Exhibit 300 submitted by the Department.					
Data Source and Quality	The rating is based on the actual cost and schedule data captured in the Department's Electronic Capital Planning and Investment Control system (eCPIC). The eCPIC tool is used to generate the ILMS Exhibit 300 submitted by the Department to the OMB. The eCPIC system is compliant with the criteria in ANSI/EIA Standard 748 for earned value management systems. The Data Quality Assessment revealed no significant data limitations.					

The Enterprise Data Warehouse (EDW) is intended to be the primary repository for corporate information of the Department's historical data, contain accurate, relevant, and new-real time data automatically extracted from multiple data systems in the department.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Information Technology					
Indicator	Percentage of major management systems integrated into the Enterprise Data Warehouse (EDW).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
		37.5 percent [Baseline]	42 percent	50 percent.	67.5 percent.	70 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◁▷ Improved But Not Met			
Steps to Improve	In the future, extra coordination with the EGov Program Board (EGovPB) to ensure adequate policy and governance is in place to establish the EDW as the Department's standard authoritative reporting system. All new systems will be required to utilize this platform as their primary reporting tool.					

IT CENTRAL FUND

Impact	Once the EDW is fully active with over 50 percent of the major management systems, it will provide information on the Department's management services, enabling improvements in senior management decision-making on resource allocation.
Methodology	Review EDW reports from major management systems that process and store financial, payroll and personnel information to verify increases in the systems included.
Data Source and Quality	Data warehouse reports are routinely audited. Data quality has minor limitations: the definition of major management systems may change.

Justification of Request

GOAL 1: Digital Diplomacy - Collaboration, Information and Integration

This goal focuses on the use of innovative social networking, knowledge sharing, and similar technologies to support U.S. diplomatic and development initiatives. The Department has been a leader in adapting these tools to the foreign affairs mission through such successful projects as Diplopedia for internal knowledge creation and collaboration, and effective use of social media for external collaboration. These cost effective efforts are vital to modern diplomacy and will be strengthened and expanded in FY 2012.

This goal also focuses on enhancing and integrating the Department's major systems for the management of human resources, logistics, finances, and medical records. A priority for FY 2012 is continued development and expanded use of the Enterprise Data Warehouse and data standardization efforts to improve integration across systems and yield efficiency gains in life cycle management of interfaces.

Specific activities to be pursued in FY 2012 include:

Integrated Logistics Management System (ILMS): \$25,460,000

ILMS is a major reengineering and development effort designed to create a modern, user-oriented system for global logistics functions including purchasing, contract management, supply, transportation, warehouse management, receiving, inventory/asset management, and diplomatic pouch and mail. ILMS eliminates duplicative systems, streamlines operations, provides supply chain visibility to customers, and achieves enterprise-wide integration. Key initiatives for FY 2012 include: 1) The complete deployment of the integrated ILMS suite to overseas posts, 2) Integration with the Department's overseas financial system, 3) Deployment of the ILMS Fleet Management Information System, 4) Development of an ILMS expendables supply module, and 5) The implementation of a major Warehouse Management System upgrade. Also, in support of the Department's Supply Chain Cyber Security Initiative (SCCSI), the Department will deploy secure ILMS Asset Management to critical overseas posts, implement secure Radio Frequency Identification, and coordinate with the Global IT Modernization program to ensure enhanced security and global tracking of IT equipment.

Joint Financial Management System (JFMS): \$10,616,000

Under the JFMS program, the Department is responsible for maintaining the global financial management platform that supports overseas and domestic worldwide financial management and reporting. The FY 2012 request supports required upgrades to the underlying common commercial off-the shelf (COTS) platform, further integration of Departmental systems, and continued improvements to global financial management capabilities.

IT CENTRAL FUND

Integrated Personnel Management System (IPMS): \$6,732,000

The IPMS is a multi-year program that provides the Department with human capital management in support of its diplomatic mission. During FY 2012, the Department will continue to expand its service offering and initiate key IPMS improvements to establish a single source of information that can be used to drive a globally integrated HR-Payroll process across all posts. Enhancement activities will include: 1) Automation of Permanent Change of Station Travel Vouchers to eliminate redundant data entry and improve the timeliness of payments, 2) Continued development of the Foreign Service Assignment Bidding and Pre-Departure/Arrival Planning processes, 3) Centralization of Post Personnel and Visitor Management under the Executive Agency Personnel Support (EAPS) system along with an expanded set of Locally Engaged Staff self-service functionality, 4) Automation of the Entrance on Duty (EOD) process to help expedite the on-boarding of new employees, and 5) Expansion of the State Global Person Identifier (SGPI) service to support Federal Identity, Credential and Access Management (FICAM) compliant identity management for all persons associated with the Department.

Global Foreign Affairs Compensation System (GFACS): \$18,057,000

Support for Legacy Compensation Systems: \$6,630,000

This investment replaces the Department's six aging legacy payroll systems with a single commercial off-the-shelf (COTS)-based payroll platform. This investment will benefit the more than 40 other agencies that rely on the Department's shared services to payroll 50,000 Locally Employed Staff (LES) employees at U.S. embassies overseas. The FY 2012 request will fund hardware acquisition, COTS maintenance, and related implementation services necessary to continue this multi-year migration effort as well as support costs of the existing legacy payroll systems prior to their retirement.

Enterprise Data Warehouse (EDW): \$5,700,000

The EDW combines information from different transactional systems into a central point from which information can be quickly extracted and analyzed to facilitate business decisions. The Department produces a great deal of historical data in support of varying missions. This data will be used for trend analysis and/or future forecasting efforts, thereby allowing future decisions to be based on readily accessible information. The requested FY 2012 funding will be used to improve management reporting, enhance data quality/reliability, and expand the EDW by incorporating additional central administrative systems data into the warehouse.

Main State Messaging Center (MSMC): \$12,354,000

Main State Messaging Center provides the primary distribution of archival messages to/from the Department and its annexes along with distribution to over 60 USG agencies in a variety of formats tailored to customer requirements. The Center also performs core management functions for State Messaging and Archive Retrieval Toolset (SMART), administers Enhanced Alternate Communications Terminal (EACT) for over 80 posts, and Webgram for over 200 posts and bureaus. The Center also provides critical circuit management and cryptographic support. The FY 2012 request will allow the Center to continue the core support functions essential to the flow of critical information.

Electronic Medical Record (EMR): \$3,000,000

The Department's Office of Medical Services (MED) has initiated an Electronic Healthcare Record (EHR) project that will select tools to improve the quality and efficiency of care delivery, as well as facilitate health professional education and medical research. The project's goals are to implement an existing Government or Commercial-Off-The-Shelf EHR ambulatory system at Department of State Health Unit locations that has robust clinical decision support and other functionalities that are now industry standard and essential for meeting Meaningful Use and other certification requirements. MED's initial target is for EHR deployment at all MED domestic sites, and at 80 percent of overseas health units.

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Post Administrative Software Suite (PASS): \$4,400,000

The Department is proceeding with an upgrade of the current standardized (but decentralized) overseas posts' management services system called Post Administrative Software Suite (PASS). The project includes a new technical architecture providing centralized data management, applications integration, and flexible software development. The new enterprise PASS 3 system is key to supporting the Collaborative Management Initiative (CMI); collecting performance metrics and trends, resulting in the improvement of services and ability to better allocate resources at all posts abroad. PASS 3 will be a centrally hosted application, which makes integration with the Department's system more practical. The open architecture of PASS 3, incorporating an Enterprise Service Bus (ESB) and published software development standards, will provide an applications and data exchange platform for the entire Department. This approach is critical to the cost effective integration of all the field and headquarters management PASS systems.

Department of State SharePoint® Services: \$2,943,000

SharePoint became an enterprise service in FY 2008 and developed into a mission critical platform supporting collaboration of functions throughout the Department. Demand for these services has exceeded capabilities thereby impacting performance of the SharePoint platform and limiting the support provided to critical Department services like the Human Resources (HR) Portal (including HR on-line), Diplomatic Security (DS) Portal (investigative services, security monitoring, incident response, and visitor access), and the Political Military Action Team (supports military operations related to global terror). The FY 2012 request will allow for a redundant site and eliminate the maintenance downtime, ensuring the Share Point system is up and available when users need it. These resources would also allow the Department to begin addressing the current six month backlog of user support requests.

Travel Manager Program: \$5,000,000

The FY 2012 funding request for this investment will be used to advance the Department's migration to e² Solutions (one of GSA's approved eTravel systems), support the world-wide operation of this mission-critical system, and in partnership with the Department's eTravel service provider, develop functionality critical to conducting business overseas. The FY 2012 request addresses the Department's contingency plans to transfer data from the current system into the new system, make specific Department of State enhancements in the new system, and deploy the Travel Manager II system.

Other Goal 1 initiatives: \$9,006,000

Other initiatives in this area include the Language Services Management System, Central Resource Management System, State Assistance Management System, MAXIMO Building Maintenance Asset Management System, and the Secretary's IT Innovation Fund. In support of the IT Innovation Fund, the Department's request also includes a proposed authority to fund training, workshops, conferences, or other programs to enhance the capacity of foreign governments, nongovernmental organizations, and civil society in foreign countries to use technology in support of economic development, education, and health objectives.

GOAL 2: Cloud Computing - Global Infrastructure Environment Supports Worldwide IT Operations

The focus of Goal 2 is on creating a cloud computing environment that enables the Department to deliver the full range of IT services to the entire global enterprise. The Department will pursue a private cloud for internal use as well as a community cloud for interagency and external collaboration. In both cases, the intent is to provide consistent, standardized services for all applications and users.

The cloud computing environment will include multiple processing centers that ensure the highest levels of redundancy, reliability, and workload sharing. This will replace the fragmented processing

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environment in place today. The cloud will also include a redesigned global network that ensures robust network services and on-demand capacity to meet evolving needs.

An important area of focus for FY 2012 is extending IT infrastructure and cloud services to other agencies overseas through the new Foreign Affairs Network (FAN), an effort included in the Quadrennial Diplomacy and Development Review (QDDR). The FAN will improve information sharing and collaboration, which is so vital in pursuing U.S. foreign policy objectives, and will also increase efficiency and effectiveness of service delivery through economies of scale. Other initiatives in Goal 2 include capacity increases across the Department's worldwide telecommunications network.

Specific initiatives to be pursued in FY 2012 include:

Foreign Affairs Network (FAN): \$9,840,000

This initiative will extend the Department's global IT infrastructure and related services to other agencies operating overseas through a Foreign Affairs Network (FAN). Interagency collaboration and communication are vital to ensuring national security, as well as maximizing the effectiveness of the Department's overseas presence. Through FAN, the Department will work with other agencies on a pilot basis to deliver a menu of network and infrastructure security services, building on previous embryonic efforts including a successful pilot project with the Foreign Agriculture Service at overseas post locations. The ultimate goal is to serve all agencies operating overseas.

The Department's many years of successful management of a robust and flexible global IT infrastructure gives it the opportunity to begin development of this interagency platform. The FAN will facilitate interagency collaboration, communication, integrated in-country support at overseas posts, and allows multiple agencies to more effectively address the challenges they face in meeting evolving security and network requirements. Activities planned for FY 2012 will include the QDDR goal of consolidating USAID's infrastructure with that of the Department's, into a single, flexible IT platform that is capable of supporting collaboration, information sharing, and common business applications.

Enterprise Server Operations Center (ESOC): \$14,470,000

Over the last few years the Department has established the ESOCs to consolidate server operations and management, yielding efficiency gains in facilities utilization, server costs, IT staffing, and the decommissioning of multiple disparate hosting environments. The ESOCs also enable the Department to promote excellence and innovation in server utilization and management, for example through server virtualization and highly skilled professional staff overseeing the server environment. FY 2012 funding permits expansion of server consolidation to improve disaster recovery and business continuity at ESOC East and ESOC West. The consolidation effort will focus heavily on implementation of the ESOC Virtual Infrastructure. This initiative will also entail upgrading and enhancing an existing Department processing center to create a modern, full service development environment.

Mobile Computing: \$3,400,000

Mobile computing is essential for 21st Century Statecraft, especially given the necessity for U.S. diplomats to work outside the office with host country staff and institutions and respond rapidly to crises, disasters, and other events. In FY 2012 the Department will continue to increase features and availability of its mobile computing program that capitalizes on advances in security and technology.

Global IT Modernization (GITM): \$75,778,000

GITM provides modernized classified and unclassified Local Area Networks (LANs) to 269 missions abroad and 31 domestic bureaus and offices under a centrally managed program that is consistent with the Department's E-Government and E-Diplomacy guidance and vision. GITM engineers, designs, and implements classified and unclassified core hardware infrastructure changes required to support the

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Department's evolving business processes, thereby protecting the Department's substantial investment in the LAN segment of the Department's IT infrastructure. By maintaining a consistent IT modernization effort, this initiative ensures that the Department's infrastructure remains current. Program attributes include a strong customer focus, increased operational efficiencies, cost avoidance across the Department, and strengthened standardization for systems throughout the enterprise.

Enterprise Software-Licensing and Maintenance: \$19,771,000

The Department has entered into centralized software licensing arrangements for critical software to promote standardization and benefit from volume purchasing. Centralizing ensures that all software is kept current and secure. This enables delivery of effective customer service through help desk and desktop support operations that rely on consistent, current software versions. The FY 2012 request will enable the Department to obtain the best price, consolidate license purchases, and ensure compliance with license agreements.

Post Telephones: \$3,570,000

Post Telephones provide global telephonic services and support to the Department's missions abroad and serves over 60,000 customers worldwide by planning, implementing, and coordinating projects required for upgrading mission telephone systems. The goal is to replace obsolete telephone systems with modern, reliable digital systems capable of delivering a full range of services. In order to homogenize equipment and optimize business processes, Post Telephones provide a standardized ten-year life-cycle replacement program.

Other Goal 2 initiatives: \$11,690,000

Other initiatives in this area include Department Bandwidth, Beltsville Information Management Center upgrades and Department Continuity of Operations requirements.

GOAL 3: IT Leadership - Mission Effectiveness through Accountability and Resource Management

Under Goal 3, the Department will strengthen its IT governance, increasing transparency and accountability, and will also expand its training for both IT and non-IT personnel. Goal 3 is a critical enabler of the other two strategic goals.

Significant investments will be made in FY 2012 in Foreign Service Institute (FSI) training programs and systems, to ensure that IT personnel and end users are able to make full use of the technologies and services to be offered. Social networking and cloud computing will result in new ways of delivering IT services and this will require a significant shift in the kinds of support provided by Department IT personnel around the world. System users will experience technology differently as well, with increased emphasis on mobile computing and delivery of standardized services via the cloud. The Department will provide the necessary training, support, and ongoing oversight to manage the change effectively. Other investments in Goal 3 include IT Strategic and Capital Planning and several E-Government Lines of Business (LOB) initiatives in which Department of State participates.

Specific initiatives to be pursued in FY 2012 include:

FSI Corporate Systems – Student Training Management System (STMS): \$3,400,000

This initiative addresses the unified requirements for STMS end of life cycle upgrades, online design and coding, security compliance, and Distance Learning integration with an STMS-phased pilot. Funding requested for FY 2012 will enable FSI learning support to the Department and other agencies.

FSI Instructional Support – School of Applied Information Technology (SAIT): \$4,526,000

FSI's School of Applied Information Technology provides Department-focused IT training for

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professional IT staff and end users, and provides a full range of 24x7 distance learning content options to employees of the Department, and to other federal agencies on a reimbursable basis, including training on major Department programs and systems, e.g., WebPASS and SMART. Online courses are a mix of COTS and FSI-developed products. FSI also provides instructors with automated authoring tools that speed the development of effective distance learning courses and interactive classroom exercises.

FSI Learning Infrastructure: \$3,500,000

A four-year life-cycle refresh program for the IT infrastructure at FSI supports classroom and distance learning 24x7. The FSI infrastructure includes: classroom technology for instructors and students; the platforms for FSI Corporate Systems and for the design, development, and delivery of distance learning worldwide; multimedia/language technical labs and simulation components; and digital video conferencing for classes, language testing, and course development. The FY 2012 request is guided by key management priorities and supports the Department's learning infrastructure initiatives for Departmental IT programs.

Other Goal 3 initiatives: \$4,157,000

Other initiatives in this area include Department-wide IT Portfolio Management and capital planning, as well as contributions to E-Government initiatives managed by other agencies.

E-Government initiatives serve citizens, businesses, and federal employees by delivering high quality services more efficiently at a lower price. Instead of expensive "stove-piped" operations, agencies collaborate to develop common solutions which achieve mission requirements at reduced cost, thereby making resources available for other needs.

The Department of State currently participates in 14 E-Government programs including E-Travel, Grants.gov, and Integrated Acquisition Environment, as well as five Line of Business (LoB) initiatives: Budget Formulation and Execution, Financial Management, Geospatial, Grants Management, and Human Resources. The Department will provide funding in FY 2011 and FY 2012 to the following E-Government Initiatives shown below including the E-Training and USA Services fee-for-service initiatives:

(\$ in thousands)

E-Gov Initiative*	FY 2011	FY 2012
E-Rulemaking	65	116
E-Travel	1,233	1,128
Gov-Benefits	111	113
Grants.gov	155	186
Integrated Acquisition Environment	720	851
Lines of Business (LoB) & Other		
Budget Formulation & Execution LoB	105	105
Disaster Assistance Improvement Plan	0	12
Enterprise HR Integration	413	430
Financial Management LoB	75	75
Geospatial LoB	35	35
Grants Management LoB	28	60
Human Resources LoB	65	65
IAE Loans and Grants	23	85
USA Services	370	535
TOTAL	3,398	3,796

*NOTE: E-Gov initiatives are funded from multiple sources including, but not limited to the IT Central Fund.

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Benefits realized by the Department in FY 2011 and FY 2012 through participation in E-Gov initiatives are anticipated as follows:

- **E-Rulemaking** – The Federal Docket Management System (FDMS) enhances the Department’s ability to receive public comments on a world-wide basis. FDMS is a collaborative and interagency structured repository for Federal rulemaking actions and is easy for citizens to use when researching the process of Federal rulemaking.
- **E-Travel** – The Department can provide more efficient and effective travel management services through E-Travel. The benefits include cost savings associated with cross-government purchasing agreements and improved functionality through streamlined travel policies and processes, strict security and privacy controls, and enhanced agency oversight and audit capabilities.
- **GovBenefits.gov** – Increases public awareness of the Department’s benefit programs, including programs providing U.S. citizens with opportunities to participate in educational and/or cultural exchange programs abroad that contribute to the Department's public diplomacy efforts; and programs to assist U.S. fishing vessels involved in international fishing disputes.
- **Grants.gov** – Provides a single site for the grants community to apply for grants using common forms, processes, and systems. The Department derives the greatest benefit from Grants.gov by avoiding the costs of building and maintaining a system for collecting electronic grant applications.
- **Integrated Acquisition Environment (IAE)** – IAE provides the Department a common, secure acquisition technology with added benefits of increasing data quality and eliminating redundancy. Through IAE, the Department has avoided the costs required to build and maintain separate systems to record and manage contracts with the added efficiency of centralized shared services in a consolidated hosting environment.
- **Budget Formulation and Execution (BFE) LoB** – BFE LoB provides significant benefits to the Department by encouraging best practices crossing all aspects of Federal budgeting – from budget formulation and execution performance, human capital needs, and collaborating across and within agencies. By participating in the BFE LoB Program and sharing costs with other participants, the Department has cost effectively automated its budget formulation process
- **Disaster Assist Improvement Program (DAIP)** – DAIP is a Government-wide effort to improve the delivery of disaster assistance. The program offers organizational support through federal agencies and compliance with Executive Order 13411, which mandates that disaster survivors have prompt and efficient access to Federal disaster assistance, as well as information regarding assistance available from government and private sector sources
- **Enterprise Human Resources Integration (EHRI)** – The EHRI program supports the strategic management of human capital by providing agency customers with access to timely and accurate federal workforce data

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- **Financial Management (FM) LoB** – The Department will realize the benefits of cost savings, risk minimization, avoidance of duplicate operational costs, and best practices and standardization by participating in FM LoB and usage of a FM Shared Service Provider.
- **Geospatial LoB** – This LoB supports the Global Spatial Data Infrastructure and will provide improved data, services, and tools for dealing with natural disasters and other significant events that require timely geospatial information that extends beyond and across international borders
- **Grants Management LoB** – The Department will provide improved customer access to grantees via a centralized location to download all applications, make awards, and track awards to closeout.
- **Human Resources Management LoB** – The Department is evaluating various options, including services offered by the HR LoB, to determine which alternatives will meet the Department’s unique requirements, while simultaneously complying with HR LoB objectives, efficiencies, and economies.
- **IAE Loans and Grants** – Benefits include services needed to support business activities with outside organizations that receive contracts, loans and grants. The Integrated Acquisition Environment also enhanced transparency of federal funding, loans, and grants solicitations, and program performance information.
- **USA Services** – USA Services assists the Department with delivering information and conducting business with citizens by providing easy access to accurate, consistent, and timely government information via central access points (telephone, email, and print publications) to improve interactions with citizens. By partnering with USA Services, the Department is not only improving citizen customer service, but also developing, through collaborative efforts, government-wide standards in customer service, performance metrics, and best practices for customer service.

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Funds by Program Activity (\$ in thousands)

IT Central Fund	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	306,004	266,000	264,000
Corporate Info. Systems and Services	29,811	26,388	26,190
Infrastructure Systems	91,760	81,225	80,614
Office Automation	171,262	151,600	150,460
Professional Development/Leadership	7,667	6,787	6,736
Total	300,500	266,000	264,000

Funds by Object Class (\$ in thousands)

IT Central Fund	FY 2010 Actual	FY 2011 CR	FY 2012 Request
2100 Travel & Trans of Persons	16,166	12,293	5,244
2200 Transportation of Things	6,307	9,825	2,053
2300 Rents, Comm & Utilities	450	27,088	924
2400 Printing & Reproduction	2,357	1,386	0
2500 Other Services	159,834	104,526	162,699
2600 Supplies and Materials	1,901	15,720	11,714
3100 Personal Property	113,485	95,162	81,366
Total	300,500	266,000	264,000

Additional information regarding the Department's Information Technology investments is available at:
<http://it.usaspending.gov/?q=portfolios/agency=014>.

BORDER SECURITY PROGRAM

Resource Summary

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Machine Readable Visa (MRV) Fee	926,135	1,005,639	1,076,663
Western Hemisphere Travel Initiative Passport Surcharge	294,258	315,000	365,750
Enhanced Border Security Program Fees	319,404	628,913	598,570
Passport Security Surcharge	280,742	573,813	525,000
Immigrant Visa Security Surcharge	23,562	40,000	55,870
Diversity Immigrant Visa Lottery Surcharge Fee	15,100	15,100	17,700
H and L Visa Fraud Prevention and Detection Fee	42,865	40,000	44,000
Total Border Security Program Expenses	1,582,662	1,989,552	2,084,983

Program Description

The Department of State’s Border Security Program (BSP) provides protection to Americans overseas and contributes to the security of the nation’s borders. It is a core element of the coordinated national effort to deny individuals who threaten the country entry into the United States and to facilitate the entry of legitimate travelers. The Bureau of Consular Affairs (CA) mission is to protect the lives and interests of American citizens abroad and to strengthen the security of U.S. borders through the vigilant adjudication of visas and passports. As the lead bureau in the Department’s Border Security Program, CA is responsible for deploying automated systems and developing and implementing policies, procedures and processes that coordinate with other agencies across the federal government in support of homeland security goals.

The Department of State and the BSP rely upon a revenue base consisting of six Department-retained consular fees as shown above. One of these fees, the Passport Surcharge, also known as the “Western Hemisphere Travel Initiative (WHTI) surcharge”, was established to cover the costs of meeting the increased demand for passports as a result of actions taken to comply with section 7209(b) of the Intelligence Reform and Terrorism Prevention Act of 2004 (Public Law 108-459). A legislative proposal to extend the Department’s authority for FY 2011 was included in the FY 2011 budget request in order to cover the continued costs of meeting the increased demand for passports that resulted from the implementation of WHTI. A similar legislative proposal to extend the authority through FY 2012 is included in the FY 2012 budget request, which assumes the Department will continue collection of the WHTI fee until September 30, 2012

The BSP supports domestic and overseas consular operations and focuses on five fundamental objectives: information, connectivity, infrastructure, integrity, and human resources.

Information

Make accurate and timely information available to all personnel responsible for processing passports, adjudicating visas and issuing travel documents. The critical judgment of officers and staff must be matched with critical information. Key elements include data sharing with other agencies and continuing improvements to data analysis initiatives and efficiencies in the applicant screening process through name checks and biometric technologies, e.g. fingerprints, facial recognition.

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Connectivity

Ensure worldwide, redundant connectivity in support of passport and visa processing, including sufficient bandwidth to support data sharing and transmission of electronic images, biometric information and passport and visa applications on a 24/7 basis. The wider the network and broader the bandwidth, the more effectively the information will be used by CA and associated border control agencies.

Connectivity includes the hardware that ensures that data, electronic images, biometric information and passport applications are transmitted to agencies and officers who need them.

Infrastructure

Furnish staff with modern equipment and software to support consular activities. Key elements are an effective equipment replacement program and continued development of modernized consular software. Information from worldwide sources --official and private, reliable and uncertain-- has to be managed to provide American citizens the service they expect.

Integrity

Safeguard the integrity of consular processes and services through continuous enhancements to consular documents, improvements in information systems, expanded training of personnel in security and anti-fraud procedures, and a comprehensive program to investigate incidents of passport and/or visa fraud.

Human Resources

Provide sufficient qualified staff trained in consular processes and anti-fraud techniques to fill consular positions through the Department's plans to hire, train and assign enough personnel to meet workload demands. Consular staff needs to be hired, trained and deployed effectively worldwide. This requires evaluations of workload trends and workforce requirements to support consular operations and enhance U.S. homeland security.

The following chart summarizes the costs of the major activities of the Border Security Program:

Funds by Program Activity

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Consular Project Activities	713,534	893,919	883,458
Consular Systems Install and Operations	60,000	62,000	33,750
Consular Systems Modernization and Support	159,399	178,023	185,024
Automated Name Check Systems: CLASS	13,000	16,000	17,000
MRV Administrative Support	96,974	201,180	240,507
Public Information Support	37,625	37,000	35,475
Document Integrity/Fraud Program	24,859	33,476	35,052
Consular Training - Foreign Service Institute	6,170	6,170	7,054
Passport Operations	232,898	235,715	202,255
Passport Facilities	6,983	23,174	22,950
Passport System	33,912	49,081	45,152
Visa Processing	38,000	48,100	51,600
American Citizens Services	3,714	4,000	7,639
Facilities Management	30,029	98,894	53,674

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	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Diplomatic Security	23,403	23,403	23,403
Technology Backbone - IRM	14,000	17,710	17,710
IRM Computer Systems and Diplomatic Telecommunications Support	14,000	17,710	17,710
Border Security Staff (American Salaries)	375,466	394,009	398,928
Consular Affairs	193,977	201,000	204,880
Bureau of Administration	92	186	186
Coordinator for Counterterrorism (S/CT)	-	1,116	1,116
Information Resource Management	3,219	3,478	3,527
Diplomatic Security	35,241	42,834	43,824
Overseas Staff	142,937	145,395	145,395
Border Security Support	426,230	561,617	707,810
Consular Affairs	233,881	325,437	471,630
Diplomatic Security	12,151	15,343	15,343
Information Resource Management	4,090	4,090	4,090
Western Hemisphere Affairs (BCC)	2,000	2,000	2,000
Overseas Support	174,108	214,747	214,747
Total Border Security Program	1,582,662	1,989,552	2,084,983
FBI Fingerprint Checks Reimbursement	135,000	135,000	135,000

Justification of Request

The Department will pursue the following activities in FY 2012 as part of its continued efforts to protect and assist Americans abroad and to improve U.S. Border Security by preventing the entry of terrorists or others intending to engage in criminal activity into the United States.

Consular Systems Installation and Operations: \$33,750,000

This activity supports worldwide consular systems operations and maintenance, hardware, software and training. This includes enhanced training in consular systems operations and maintenance so consular personnel can serve as an interface between the field and domestic support elements. Rollout support for new CA Information Technology projects is also included. CA continues to replace IT equipment for overseas consular sections and domestic facilities on a systematic replacement cycle.

Consular Systems Modernization and Support: \$185,024,000

Worldwide consular operations rely on a standardized suite of modernized consular applications: Nonimmigrant Visa, Immigrant Visa, American Citizen Services and appropriate accompanying software and hardware. These systems offer significant operational and security features to carry out consular work. Border security imperatives require that CA continue to develop the most efficient and advanced systems possible to support both CA's role in interagency data sharing and its commitment to sound citizenship and visa adjudication decisions and services. In FY 2012, continued emphasis will be placed on the rollout of the new generation of visa software, including the Consular Electronic Application Center and the Global Visa System.

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CA will work closely with the Department of Homeland Security (DHS) and the Federal Bureau of Investigation (FBI) to ensure continuing compatibility with their systems and programs. In addition, CA will continue to support other agencies use of the Consular Consolidated Database (consular case history records) by expanding and refining web-based interfaces for easier information delivery and by improving data mining/data access tools.

Automated Name Check Systems: CLASS: \$17,000,000

The consular name check systems are one of the centerpieces of the border security program. The Consular Lookout and Support Systems (CLASS) are now on-line to all consular operations overseas. Maintaining and improving the CLASS infrastructure remains a priority. In FY 2012, CA will continue to review and strengthen hardware and software platforms, enhance user training, provide telecommunications and technical development resources, and continue management planning regarding name check processing within CA. By FY 2012, CA will have over 65 million entries provided by other agencies, requiring continuous attention to data management and connectivity with other agency systems. CA will continue to provide contingency planning and support for the two data centers, one in the Washington, D.C. area and the Alternate Processing Center at the Kentucky Consular Center (KCC), that handle CLASS.

Machine Readable Visa (MRV) Support Costs: \$240,507,000

MRV support costs include the fees paid to banks worldwide to collect the MRV fee from applicants; the salaries paid to staff established in response to changes in MRV workload and security procedures, salaries and benefits, and equipment for consular agents. Other costs include support to overseas posts from Consular Management Assistance Teams and the purchase of supplies and equipment.

The funds also support the Global Support Services (GSS) initiative which will be fully implemented in FY 2012. GSS will support consular services worldwide, replacing existing user-pays concession agreements and expanding offsite data collection to additional high-volume posts. This will standardize visa services, improve customer service and management information, establish uniform performance standards, and more efficient use of space at larger consular sections.

Public Information Support: \$35,475,000

This activity supports two contractor-operated call centers (NPIC and OCS), internet websites and Web 2.0 tools and traditional on-site outreach to provide the public with the most responsive information available in the most cost-effective manner.

The National Passport Information Center (NPIC) provides information services to the general public via a toll-free telephone number and e-mail correspondence. NPIC also provides an extensive automated passport information service that is available to the public 24 hours a day. Through this service, customers can obtain answers to general passport questions and can make appointments to be seen at one of the passport agencies.

The Overseas Citizen Services (OCS) Call Center provides information regarding the safety and welfare of American citizens abroad as long as sharing this information is not prohibited by the Privacy Act. The Call Center answers general information questions for OCS while forwarding case-specific calls requiring action directly to the appropriate OCS officer. The center can be reached from 8am to 8pm Monday through Friday; after-hours calls are handled by the OCS Duty Program. For crisis response, the center can transition to 24/7 operations within three hours of notification.

Document Integrity, Training and Anti-Fraud Programs: \$35,052,000

CA continues to emphasize enhanced U.S. border protection and security through its fraud prevention work. This covers strengthening the integrity of the U.S. visas and passports in addition to fraud

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prevention as it relates to OCS issues. Funding will support passport and visa fraud prevention and expanded H-1B and L visa fraud detection efforts. Funds also support information sharing, publications, coordination with other offices and agencies, and training and operational support for consular sections abroad, to ensure that overseas consular officers and domestic passport agency employees have the tools and skills needed to uncover and combat fraud. CA will continue to collaborate with the Bureau of Diplomatic Security (DS) on these efforts. DS will continue to strengthen the DS criminal investigations program as it relates to the H-1B, H-2B and L visas using revenues retained under the H-1B Visa Reform Act of 2004.

Foreign Service Institute – Consular Training: \$7,054,000

The Foreign Service Institute provides consular training in domestic and overseas classes, conferences, on-line courses, and workshops. The training targets consular officers, consular agents, locally engaged support employees, and systems staffs who support automated consular systems. The courses cover the protection of American citizens abroad including, crisis planning and victim assistance, visa adjudication policies and procedures, interviewing techniques, name checks, fraud prevention, and leadership and management principles. Funding also covers the administrative support related to conducting these classes.

Passport Operations: \$202,255,000

Passport Operations goals are to provide accurate and secure U.S. passport documents, respond effectively to the needs of U.S. passport customers, and strengthen management and delivery capabilities. The passport remains the main internationally accepted document that identifies the nationality of Americans as they travel abroad, and enter and exit the U.S. Therefore, implementing the use of traceable mail to prevent the loss of citizenship documents, and conducting the feasibility of accepting specific types of applications online will be established. Funds will ensure the appropriate financial resources, management process, policies and physical infrastructure are in place.

The Department continues to respond to the increased level of demand for passports caused by new re-entry requirements for Americans traveling abroad as required under the WHTI. The demand for issued passports drastically increased from 12.1 million in FY 2006 to 18.4 million in FY 2007. In FY 2009, CA adjudicated 13.5 million travel documents (12 million passport books and 1.5 million passport cards). In FY 2010, CA adjudicated 14 million documents (12.4 million passport books and 1.6 million passport cards). The Department estimates passport workload to be 16.2 million documents (14 million passport books and 2.2 million passport cards) in FY 2011, and 16.8 million documents (14.6 million passport books and 2.2 million passport cards) in FY 2012. The increasing demand for passports requires creating tools and efficiencies to help meet demand, and identifying opportunities to modernize passport systems and expand service. In order to provide accurate and secure U.S. passports, the Department must have the tools to enhance its ability to more readily identify passport fraud through electronic evaluation of applicant data.

Passport Facilities: \$22,950,000

Growing demand for passport book/card services has been met with passport facility expansion including new passport facilities established with American Recovery and Reinvestment Act - (ARRA) monies. ARRA funds provided increased capacity at existing facilities and the opening of new passport agencies in: Buffalo, New York; Atlanta, Georgia; San Diego, California; St. Alban, Vermont; and El Paso, Texas. FY 2012 funds will support the infrastructure of the new ARRA facilities and support existing passport agencies located nationwide and headquarters space located in Washington, DC. Funds also support the two Book Personalization Facilities in Hot Springs, Arkansas and Tucson, Arizona. Items funded include: maintenance services; renovations; telephone systems; utilities; furniture; and office equipment.

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Passport Systems: \$45,152,000

Funds required for this activity support existing operations and a new IT initiative. The Global Citizens Services (GCS) project is a strategic effort that will transform and modernize the systems supporting services to U.S. citizens both domestically and abroad. The GCS project goal is to develop a unified system that will support functions of both the Passport and Overseas Citizens Services directorates.

Passport Systems will continue facial recognition implementation for passport applications and provide operational support for new and existing passport facilities and centers. Systems hardware will be replaced as part of a periodic equipment refreshment process and technological improvements will occur to support continued passport production.

In FY 2012, process upgrades include software improvements for new electronic consular applications and interfaces at the passport adjudicating centers and book personalization centers.

Visa Processing: \$51,600,000

The Visa Office (VO) is the Department's central authority on matters related to the visa function and is the Department's link to other entities, both government and non-governmental, involved or interested in visa and immigration matters. VO handles all aspects of visa issuance to foreign citizens, supports and advises posts on visa matters, and maintains liaison with the DHS and other government agencies on all aspects of U.S. immigration law. Funding will support existing operations at the National Visa Center (NVC), the KCC and the visa office headquarters operations in Washington, DC. NVC performs pre-adjudicatory processing of all immigrant visa petitions and KCC handles petition-based nonimmigrant visa programs and the Diversity Immigrant Visa program.

American Citizen Services: \$7,639,000

The safety and welfare of American citizens abroad, particularly in times of crisis, is one of the Department's core duties. Funds will allow CA to meet its protection responsibilities by, among other things: engaging in bilateral and multilateral meetings to strengthen crisis assistance to citizens; monitoring international compliance with treaties such as the Hague Abduction Convention; supporting the Hague Inter-Country Adoption Convention implementing U.S. obligations under both these Conventions including providing support in the resolution of international parental child abduction and inter-country adoption cases, and furthering compliance with and awareness of obligations on the part of other countries; training American and international judges in Hague Abduction Convention procedures; training federal, state, and local officials on consular notification and access issues; and continuing routine operations, including voter assistance programs and emergency support to destitute American citizens.

Bureau of Administration – Facilities Management: \$53,674,000

This funding provides for facilities maintenance, custodial services and utilities at the National Visa and National Passport Centers in New Hampshire, the KCC, and the Charleston Passport Center in South Carolina. These funds also include General Services Administration rent for all consular domestic facilities.

Diplomatic Security: \$23,403,000

The DS hires and assigns uniformed protection officers to guard all domestic CA facilities using funding provided through the BSP. In addition, DS plays an important role in border security by coordinating and facilitating investigations involving U.S. passports and visas. DS's Passport and Visa Fraud Branches investigates and coordinates fraudulent issuance, acquisition and use of U.S. passports and international visa fraud cases including fraudulent issuance, procurement, counterfeiting and forgery of U.S. visas. DS works with CA on cases involving allegations of corruption by American and Foreign Service National

BORDER SECURITY PROGRAM

embassy employees, fraudulent document vendors, bribery and alien smuggling and trafficking involving U.S. visas.

Technology Backbone Support (IRM): \$17,710,000

IRM will use these funds to provide technical support for CA systems. This includes around-the-clock systems monitoring, operational support and maintenance; worldwide and secure connectivity; and redundancy and contingency operations. IRM will continue to handle CLASS technology enhancement requirements supporting CA's adjudication of passport and visa applications.

Border Security Staff: American Salaries: \$398,928,000

Human resources are a critical component of the BSP and are vital to providing quality services to Americans and foreign visa applicants. In FY 2012, the Department plans to increase staff by an additional 20 overseas positions to support consular workload overseas. No increase for domestic positions is requested in FY 2012.

Border Security Support: \$707,810,000

This activity covers the cost of basic programmatic expenses of the BSP. These expenses include consumables and supplies for visa and passport programs, i.e., passport books and card stock as well as visa foils and visa card stock. Funds are also used to pay the start-up and recurring expenses associated with overseas consular positions, including International Cooperative Administrative Support Services (ICASS) costs. As of FY 2011, consular workload counts will be prepared separately from the State Program ICASS billings. Start-up and recurring costs are provided to the Regional Bureaus to pay the salary and benefits of locally engaged consular employees as well as the post-specific benefits, i.e., cost of living allowances, educational allowances and danger pay of American consular staff.

FBI Fingerprint Checks Reimbursement: \$135,000,000

The Department will continue to reimburse the FBI for checking ten-print scans of visa applicants against the Integrated Automated Fingerprint Identification System (IAFIS) and for FBI name checks. In FY 2011 and FY 2012, the Department plans to reimburse the FBI \$135 million annually.

Department Of State
Bureau Summary
(\$ in thousands)
Diplomatic & Consular Programs

Bureau / Office	FY 2010 Actual		FY 2011 CR		Built-In Changes		Current Services		Program Changes		FY 2012 Request	
	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds
Secretary	684	116,072	684	116,072	0	-597	684	115,475	3	595	687	116,070
Coordinator for Counter-Terrorism (TSWG)	0	3,143	0	3,143	0	-37	0	3,106	0	0	0	3,106
Chief of Protocol	76	11,251	76	11,251	0	-49	76	11,202	1	193	77	11,395
Management	47	9,818	47	9,818	0	-66	47	9,752	0	0	47	9,752
Political-Military Affairs	269	40,013	269	40,013	0	52	269	40,065	11	0	280	40,065
Medical Director	147	44,919	147	44,334	0	-59	147	44,275	1	501	148	44,776
Democracy, Human Rights and Labor	133	21,416	133	21,416	0	-73	133	21,343	5	965	138	22,308
International Criminal Justice	10	985	10	985	0	0	10	985	0	0	10	985
Trafficking in Persons	39	6,762	39	6,762	0	2	39	6,764	4	0	43	6,764
Oceans and International Environmental and Scientific Affairs	195	35,803	195	35,803	0	-153	195	35,650	1	193	196	35,843
Population and International Migration	0	731	0	731	0	-63	0	668	0	0	0	668
Legal Advisor	270	40,489	270	40,489	0	156	270	40,645	0	0	270	40,645
Economic, Energy, and Business Affairs	213	31,001	213	31,001	0	-86	213	30,915	2	387	215	31,302
Intelligence and Research	336	64,183	337	64,183	0	-2	337	64,181	2	8,884	339	73,065
Legislative Affairs	77	10,802	77	10,802	0	-27	77	10,775	0	68	77	10,843
Resource Management	560	145,835	560	146,135	0	-1,666	560	144,469	2	1,013	562	145,482
Public Affairs	236	41,088	236	40,914	0	-300	236	40,614	1	193	237	40,807
Western Hemisphere Affairs	1,147	430,285	1,147	382,217	0	128,514	1,147	510,731	0	4,000	1,147	514,731
European and Eurasian Affairs	1,829	710,774	1,829	718,061	0	58,173	1,829	776,234	0	3,339	1,829	779,573
East Asian and Pacific Affairs	1,004	354,406	1,004	372,834	0	58,613	1,004	431,447	0	1,462	1,004	432,909
Near Eastern Affairs	1,439	322,885	1,439	331,698	0	24,766	1,439	356,464	0	500	1,439	356,964
South and Central Asian Affairs	914	822,957	832	177,098	0	27,353	832	204,451	0	1,882	832	206,333
African Affairs	1,058	387,694	1,058	399,011	0	19,735	1,058	418,746	0	7,395	1,058	426,141

Department Of State
Bureau Summary
(\$ in thousands)
Diplomatic & Consular Programs

Bureau / Office	FY 2010 Actual		FY 2011 CR		Built-In Changes		Current Services		Program Changes		FY 2012 Request	
	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds	Pos	Funds
International Organization Affairs	382	66,660	382	68,435	0	-314	382	68,121	0	0	382	68,121
International Conferences	0	47,785	0	47,785	0	-20	0	47,765	0	26,150	0	73,915
Diplomatic Security	853	214,929	853	212,129	0	3,501	853	215,630	0	0	853	215,630
Foreign Missions	0	4,177	0	4,177	0	-72	0	4,105	0	4,231	0	8,336
Information Resource Management	548	270,871	591	270,621	0	4,111	591	274,732	1	219	592	274,951
Arms Control, Verification and Compliance	124	27,575	154	36,170	0	-309	154	35,861	0	0	154	35,861
International Security and Nonproliferation Administration	719	500,169	719	496,914	0	-3,737	719	493,177	2	29,666	721	522,843
Diplomatic Telecommunications Service	43	32,824	0	0	0	0	0	0	0	0	0	0
Director General of the Foreign Service & Director of Human Resources	499	150,851	499	150,851	0	2,547	499	153,398	0	0	499	153,398
Post Assignment Travel	0	193,769	0	193,769	0	-3,890	0	189,879	0	5,850	0	195,729
Human Resources Special Complement	865	110,084	865	110,084	0	0	865	110,084	0	0	865	110,084
Human Resources Initiative	0	0	0	0	0	81,362	0	81,362	133	56,751	133	138,113
Ambassador's Fund for Cultural Preservation	0	5,750	0	5,750	0	0	0	5,750	0	0	0	5,750
International Information Programs	276	102,566	276	109,466	0	-923	276	108,543	1	27,568	277	136,111
Foreign Service Institute	1,135	222,033	1,135	222,033	0	-1,560	1,135	220,473	0	0	1,135	220,473
Consular Affairs	253	25,361	253	25,361	0	-7	253	25,354	0	0	253	25,354
FSN Separation Liability Trust Fund Payment	0	42,712	0	42,712	0	1,389	0	44,101	0	0	0	44,101
Supplementals	0	0	0	0	0	0	0	0	0	0	0	0
Iraq Operations	2	2,151,641	2	442,795	0	49,757	2	492,552	8	3,348	10	495,900
Worldwide Security Protection	1,752	1,586,214	1,682	1,402,026	0	20,306	1,682	1,422,332	1	31,398	1,683	1,453,730
Total	18,414	9,458,575	18,255	6,886,546	0	466,519	18,255	7,353,065	181	217,137	18,436	7,570,202

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D&CP – OFFICE OF THE SECRETARY

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	684	684	687
Funds	116,072	116,072	116,070

Program Description

The Secretary of State is the President’s principal foreign policy advisor. The offices of the Secretary and the deputy secretaries provide overall direction and coordination for Department headquarters offices and U.S. missions abroad. They are also the primary interlocutors with the White House, the Congress, members of the interagency foreign affairs community, and foreign leaders. This request also includes the personnel and financial resources for the Secretary’s Executive Secretariat and for five of the six under secretaries who direct the operation of Department bureaus and offices including: Democracy and Global Affairs; Economic, Energy and Agriculture Affairs; Political Affairs; Arms Control and International Security; and Public Diplomacy and Public Affairs. While the budget for the Under Secretary for Management (M) is presented separately, the Secretary’s Executive Secretariat staff provides policy and administrative support to M. The request also supports the special-mission offices that report directly to the Secretary and other Department principals and carry out high-priority, sensitive work. These include:

- Office of the Coordinator for Counterterrorism – develops, coordinates, and implements U.S. counterterrorism policy;
- Office of Policy Planning - provides independent policy advice and analysis to the Secretary;
- Office of Civil Rights - fosters a work environment free of discrimination throughout the Department;
- Office of War Crimes Issues - advises the Secretary on efforts to address serious violations of international humanitarian law;
- Office of Global Women’s Issues - leads the Department’s efforts in integrating international women’s issues into the pursuit of all its strategic objectives;
- Foreign Service Grievance Board - established by the Foreign Service Act of 1980;
- Office of the Director of U.S. Foreign Assistance - charged with directing the transformation of the U.S. Government approach to foreign assistance;
- Special Representative for Afghanistan and Pakistan – coordinates the President’s Strategy on Afghanistan and Pakistan;
- Special Envoy for Middle East Peace – strategizes and carries out new approaches to bringing peace and stability to this region;
- Special Envoy for Guantanamo Closure – assists the Secretary with issues related to closing the facility.

To accomplish this comprehensive mission in FY 2012, the Office of the Secretary (S) has established the following priorities:

The Executive Secretariat will ensure the prompt, efficient, and organized staffing of policy interests requiring the attention of the Secretary, deputy secretaries, and under secretaries in the coordination of material presented to them and the implementation of decisions made by them.

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The Executive Secretariat will also:

- Direct the implementation of the Quadrennial Diplomacy and Development Review (QDDR);
- Expand crisis management readiness training to increase effectiveness of overseas and Department crisis response efforts through expanded use of collaborative, web-based technologies;
- Link the Department's leadership with overseas posts, handle telephone contacts between the Secretary and her foreign counterparts, and monitor and distribute sensitive message traffic;
- Improve the efficiency and reliability of a robust teleconferencing system to satisfy the Secretariat's core mission of connecting the Secretary and other principals with anyone, anywhere, at any time;
- Manage the flow of information, recommendations and decisions to and from the Secretary to ensure an orderly, streamlined process that maximizes efficiency and use of updated technology;
- Right-size the logistical support platform and improve electronic distribution of briefing materials to staff and posts and prepare administrative and systems support for overseas and domestic travel by the Secretary and the deputy secretaries;
- Improve critical infrastructure and responsiveness by sustaining double redundancy in Principals' support and secretariat functions at continuity of operations sites with a full range of capabilities;
- Provide customizable, web-based content and document management tools to allow S personnel to manage its information for Department Principals and staff;
- Maintain the highest level security standards and attend to the responsibilities incumbent upon S personnel to protect national security information through strict but seamless access, information control procedures, and active security awareness programs;
- Implement technology upgrades in the Operations Center that will provide the Secretary and other principals with the rapid, synthesized information they require to support the President, especially in conducting diplomacy and participating effectively in interagency policy deliberations;
- Provide the highest quality logistical, financial and managerial support to all the offices in the S family;
- Implement a new Executive Office structure that devolves duties and responsibilities for selected services to other bureaus, including Centers of Excellence, allowing the Executive Office to concentrate on its core mission.

Performance

The Feed the Future program is the U.S. Government's initiative to fulfill President Obama's pledge at the 2009 G-8 Summit to address global hunger and poverty through sustainable agricultural development. Countries that have met the criteria for Phase 2 funding have: established technically sound country agricultural development investment plans (CIPs), which have been coordinated and consulted with key stakeholders including the private sector, civil society, and donors, and; demonstrated country commitment and capacity for CIP implementation, sustainability and success. These investment plans should enable eligible countries to leverage U.S. assistance for agricultural development rapidly and effectively.

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STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Agriculture					
Indicator	Number of countries that meet criteria for Food Security Phase 2 funding					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	N/A	0 [New Program]	[Baseline Year]	2-3	5
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	This program is new, so no results have been reported in FY 2010. The Department will begin assessing impact in FY 2011 as countries begin qualifying for Phase 2 funding.					
Methodology	The specific criteria for Phase 2 countries have not yet been established.					
Data Source and Quality	Department and other U.S. Government officials The Data Quality Assessment revealed no significant data limitations.					

Justification of Request

The Department's FY 2012 request of \$116.070 million for the Office of the Secretary (S) reflects a net decrease of \$2,000 below the FY 2010 Actual level. The request reflects an increase of \$647,000 for domestic inflation and an increase of \$595,000 to support three positions, offset by a reduction of \$1.2 million through efficiency savings.

Efficiency savings (\$1.244 million)

The Office of the Secretary will achieve efficiency savings through the reduction in travel of personnel and transportation of equipment, by placing more emphasis on the use of video teleconferencing (VTC) and electronic forms of communication. Additional savings will be achieved through managing the flow of information and streamlining where possible to maximize efficiency and the utilization of updated technology. Further savings will be realized by filling vacant positions and eliminating the need for administrative contract personnel.

High Priority Goals: \$491,000, including 2 Positions

The Department requests \$491,000 to support two Civil Service positions for the Office of the Secretary. These positions will provide program coordination and management support, including policy and budget oversight for the Secretary's Global Health and Climate Change initiatives.

Office of the Executive Secretariat: \$104,000, including 1 Position

The Office of the Secretary has two travel technicians who provide all travel support to the thirty-two offices supported by the Secretary's Executive Office. The Executive Office's Budget Officer manages this two-member travel team and oversees the complete travel function. In FY 2010, this office reviewed, approved and provided funding for approximately 6,900 travel requests, authorizations and vouchers

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combined. Additional staffing is paramount in order to provide adequate travel support to the Department's Principals, Special Envoys/Advisors, as well as other support personnel. Establishing this position to oversee the travel function will assist in streamlining, where possible, and eliminating the redundant handling of these travel documents.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	466	217	1	0	684	56,762	59,310	116,072
FY 2011 CR	466	217	1	0	684	56,762	59,310	116,072
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(1,244)	0	(1,244)
Domestic Inflation	0	0	0	0	0	647	0	647
Total Built-in Changes	0	0	0	0	0	(597)	0	(597)
FY 2012 Current Services	466	217	1	0	684	56,165	59,310	115,475
FY 2012 Program Changes								
Office of the Secretary High Priority Goals	2	0	0	0	2	201	290	491
S/ES-EX Budget Analyst Position	1	0	0	0	1	15	89	104
Total Program Changes	3	0	0	0	3	216	379	595
FY 2012 Request	469	217	1	0	687	56,381	59,689	116,070

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Staff by Program Activity (positions)

Office of the Secretary	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	13	13	13
Counter-Terrorism Programs	73	73	73
Domestic Administrative Support	73	73	74
Domestic Administrative Management	73	73	74
Information Resource Management	77	77	77
Office Automation	77	77	77
Policy Formulation	408	408	410
Department Direction	408	408	410
Public Diplomacy	40	40	40
Department Direction	8	8	8
Public Diplomacy - Program Costs	10	10	10
Total	684	684	687

Funds by Program Activity (\$ in thousands)

Office of the Secretary	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	8,420	8,420	8,942
Counter-Terrorism Programs	10,533	10,533	10,557
Domestic Administrative Support	14,169	14,169	14,182
Domestic Administrative Management	14,169	14,169	14,182
Information Resource Management	15,864	15,864	15,863
Office Automation	15,864	15,864	15,863
Policy Formulation	58,652	58,652	58,162
Department Direction	58,652	58,652	58,162
Public Diplomacy	8,434	8,434	8,364
Department Direction	2,720	2,450	2,310
Public Diplomacy - Program Costs	5,714	5,984	6,054
Total	116,072	116,072	116,070

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Program Activities

Office of the Secretary	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	13	0	0	13	7,702	1,240	8,942
Department Direction	0	0	0	0	0	0	0
Counter-Terrorism Programs	72	1	0	73	3,703	6,854	10,557
Domestic Administrative Support	74	0	0	74	6,560	7,622	14,182
Domestic Administrative Management	74	0	0	74	6,560	7,622	14,182
Information Resource Management	77	0	0	77	8,430	7,433	15,863
Office Automation	77	0	0	77	8,430	7,433	15,863
Policy Formulation	410	0	0	410	25,215	32,947	58,162
Department Direction	410	0	0	410	25,215	32,947	58,162
Public Diplomacy	40	0	0	40	4,771	3,593	8,364
Department Direction	8	0	0	8	1,220	1,090	2,310
Public Diplomacy - Program Costs	10	0	0	10	3,551	2,503	6,054
Total	686	1	0	687	56,381	59,689	116,070

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Staff by Domestic Organization Unit (positions)

Office of the Secretary	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Amb at Large for Counter-Terrorism	72	72	72
Amb at Large for War Crimes Issues	12	12	12
Civil Rights	49	49	49
Deputy Secretary of State	30	30	30
Executive Office	35	35	36
Executive Secretariat	72	72	72
Foreign Service Grievance Board	4	4	4
Information Resource Management	55	55	55
New Policy Positions	28	28	30
Office for International Women's Issues	21	21	21
Office of Resources, Plans, & Policy	18	18	18
Office of the Counselor	6	6	6
Office of the Director of U.S. Foreign Assistance	39	39	39
Office of the Secretary	22	22	22
Operations Center	59	59	59
Policy Planning Staff	34	34	34
Reconstruction and Stabilization	45	45	45
Under Secretary for Arms Control	17	17	17
Under Secretary for Economic Affairs	15	15	15
Under Secretary for Global Affairs	19	19	19
Under Secretary for Political Affairs	17	17	17
Under Secretary for Public Diplomacy	15	15	15
Total	684	684	687

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Funds by Domestic Organization Unit (\$ in thousands)

Office of the Secretary	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Amb at Large for Counter-Terrorism	9,678	9,678	9,678
Amb at Large for War Crimes Issues	1,865	1,865	1,865
Civil Rights	6,412	6,412	6,412
Civil Service Ombudsman	144	144	144
Deputy Secretary of State	3,934	3,934	3,934
Executive Office	13,899	13,899	13,692
Executive Secretariat	7,129	7,129	7,129
Foreign Service Grievance Board	1,330	1,330	1,330
Information Resource Management	13,565	13,565	13,565
New Policy Positions	5,133	5,133	5,408
Office for International Women's Issues	5,248	5,248	5,248
Office of Resources, Plans, & Policy	4,828	3,948	4,018
Office of the Counselor	1,721	1,721	1,721
Office of the Director of U.S. Foreign Assistance	8,170	8,170	8,170
Office of the Secretary	9,703	9,703	9,703
Operations Center	6,983	6,983	6,983
Policy Planning Staff	3,516	3,516	3,516
Under Secretary for Arms Control	2,432	2,432	2,432
Under Secretary for Economic Affairs	1,983	1,983	1,983
Under Secretary for Global Affairs	2,488	2,488	2,488
Under Secretary for Political Affairs	2,305	2,305	2,305
Under Secretary for Public Diplomacy	3,606	4,486	4,346
Total	116,072	116,072	116,070

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Funds by Object Class (\$ in thousands)

Office of the Secretary	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	50,995	51,096	51,289
1200 Personnel Benefits	15,630	15,613	15,799
2100 Travel & Trans of Persons	14,386	14,966	14,855
2200 Transportation of Things	1,143	1,143	1,143
2300 Rents, Comm & Utilities	7,183	7,240	7,310
2400 Printing & Reproduction	748	761	761
2500 Other Services	22,630	21,537	21,197
2600 Supplies and Materials	1,115	1,184	1,184
3100 Personal Property	2,145	2,435	2,435
4200 INS Claims & Indemnities	97	97	97
Total	116,072	116,072	116,070

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D&CP – POLITICAL-MILITARY AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	269	269	280
Funds	40,013	40,013	40,065

Program Description

The Bureau of Political-Military Affairs (PM), as the Department's principal interface with the Department of Defense (DOD), supports the U.S. Government's efforts to address the most urgent threats to U.S. national security. While continuing to coordinate diplomatic support to military operations, PM is leading expanded security sector capacity-building efforts for the Department. PM is working with the DOD, the Agency for International Development, and others in the Executive Branch to reform U.S. security sector assistance, ensure that these agencies can ably respond to a changing world, and support broader foreign policy goals. PM assumed responsibility from the DOD for managing the Pakistan Counterinsurgency Capability Fund (PCCF) that is helping Pakistan fight extremists along its border with Afghanistan.

PM facilitates Iraqi civilian oversight of its military by transitioning to a normal defense trade and military assistance relationship managed by the Department. PM is helping implement the President's Export Control Initiative so that U.S. Government's allies can benefit from the best suited equipment in a timely fashion (particularly British and Australian allies) by planning the execution of defense trade treaties.

PM pursues a broad but integrated series of missions within seven overarching goals: improve global security through strengthened partner military capabilities; ensure defense policy is synchronized with foreign policy; secure worldwide stockpiles of military weaponry; manage defense trade consistent with national security objectives; provide enabling diplomatic support to military operations; contribute to the development of an integrated U.S. Government political-military community; and demonstrate bureau excellence in leadership and management.

PM's top priority countries remain Pakistan, Afghanistan, and Iraq. PM is working closely with the DOD to enhance Pakistan's military modernization efforts, develop its counterinsurgency and counterterrorism capabilities, improve interoperability, increase its participation in international stability operations, and support its legitimate defense needs.

In Iraq, PM is working closely with the U.S. Government's partners to transition the train and equip mission from emergency wartime funding and authorities. PM's efforts to normalize a U.S. Government security assistance relationship are reflected by a decision to establish a robust Office of Security Cooperation in Baghdad. In Afghanistan, PM continues to synchronize ongoing DOD efforts to train and equip the Afghan security forces through Afghanistan Security Forces Funds.

To reinforce strong military-to-military cooperation, PM principals lead or co-lead over 30 bilateral and multilateral dialogues on military and security issues. The U.S. Government promotes strong security relationships across the Middle East and South Asia through the Gulf Security Dialogue, which demonstrates the U.S. Government's commitment to the security of Gulf Cooperation Council countries.

D&CP – POLITICAL-MILITARY AFFAIRS

PM supports the expanding United States and India strategic relationship by expanding defense trade and political-military ties.

The U.S. Government sells and finances military weapons, equipment, and services to friends and allies through the government-to-government Foreign Military Sales program. Through the Merida Initiative, PM provides military assistance to Mexico to combat terrorism and illegal narcotics and arms trafficking.

PM leads the U.S. Government's efforts to combat piracy off the coast of Somalia. Working with the interagency and international communities, PM helps to orchestrate policy, legal, operational, and financial frameworks to respond to this threat to maritime security and regional stability and development. PM created the Contact Group on Piracy off the Coast of Somalia which has grown from 24 to over 60 participating nations and international organizations, with PM serving as the de facto Secretariat under rotating Chairs. PM continues to identify prosecution venues for suspected pirates, encourage nations to contribute to naval efforts to prevent pirate attacks, press countries and industry to implement established self-protective measures to deter and defend against pirate attacks, and seek means to disrupt financial flows to pirates and their enablers.

PM ensures that DOD strategies and military activities are consonant with the U.S. Government's foreign policy and Department activities by maintaining strong relationships with the Office of the Secretary of Defense (OSD), the Joint Staff, and regional Combatant Commands (COCOMs) to promote mutual understanding and collaboration. PM works closely with OSD, the Joint Staff, and COCOMs to provide foreign policy input to DOD global policies, strategies, and plans. PM also leads informed discussions on the DOD and COCOM theater campaign, concept, contingency, and operational plans.

PM prevents the diversion of the U.S. Government's defense technologies and weapons by ensuring proper partner nation handling of military equipment and controlling armament transfers between third parties. In accordance with applicable law, PM prohibits the transfer of defense articles and services due to Weapons of Mass Destruction proliferation, human rights, terrorism, or other concerns. PM ensures that the sale and export of defense articles is transparent, consistent, and predictable, and is implemented in a manner that supports the U.S. Government's objectives, allies and friends, and U.S. defense manufacturers. PM implemented a fully electronic licensing system to permit the rapid adjudication of license applications. The President's Export Control Reform Initiative, in which PM participates, changes to the control lists, and licensing and enforcement practices and policies.

PM's Directorate of Defense Trade Controls is currently funded from the Department's Diplomatic and Consular Programs account as well as from registration fees collected. The Arms Export Control Act (AECA) currently limits the activities that can be funded using registration fees. If the AECA is amended to expand the authorized uses of those fees as proposed by the Department in its pending authorization bill request, the Department could realize a savings of \$12 million and fund all current and anticipated personnel needs and their associated costs.

PM supports the U.S. Government's military operations through the negotiation of international agreements with foreign partners and by providing timely policy decision support to military leadership. PM leads the negotiation of security agreements, including Status of Forces Agreements, to provide the legal framework within which military forces can deploy and operate abroad, and which provides protection and access for military personnel and activities in foreign countries.

To coordinate military operations and activities having foreign policy implications, PM provides an operational link between the Department and the DOD. To improve coordination and prepare for contingencies with the DOD, PM is expanding the interface and increasing the degree of familiarity between military and diplomatic cultures through the growing Foreign Policy Advisors program and

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through the expanding State-Defense Exchange program. With the completion of a revised Memorandum of Understanding between the Department and the DOD, the number of military personnel who serve at the Department is expected to double.

Justification of Request

Current Services

The Department’s request of \$40.065 million and 280 positions for the Political-Military Affairs Bureau maintains current services at the FY 2010 level of activity.

Funding for 11 Directorate of Defense Trade Controls (DDTC) Positions

To help meet the requirement of NSPD-56, the DDTC needs funding for four regional and six functional positions as well as one additional Attorney/Advisory position. If DDTC’s authorities regarding the use of registration fees are expanded, the FY 2012 DDTC personnel needs will be fully paid for through fees collected by DDTC.

Resource Summary

	Positions				Pos Total	Funds (\$ in thousands)		
	American			FSN		Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	157	76	36	0	269	10,511	29,502	40,013
FY 2011 CR	157	76	36	0	269	10,511	29,502	40,013
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(230)	0	(230)
Domestic Inflation	0	0	0	0	0	282	0	282
Total Built-in Changes	0	0	0	0	0	52	0	52
FY 2012 Current Services	157	76	36	0	269	10,563	29,502	40,065
FY 2012 Program Changes								
DDTC Fee Funded Positions	11	0	0	0	11	0	0	0
Total Program Changes	11	0	0	0	11	0	0	0
FY 2012 Request	168	76	36	0	280	10,563	29,502	40,065

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Staff by Program Activity (positions)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	269	264	275
International Security Affairs	112	264	275
Policy Formulation	0	5	5
International Security Affairs	0	5	5
Total	269	269	280

Funds by Program Activity (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	38,679	38,679	38,727
International Security Affairs	38,679	38,679	38,727
Policy Formulation	1,326	1,326	1,330
International Security Affairs	1,326	1,326	1,330
Public Diplomacy	8	8	8
Total	40,013	40,013	40,065

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	239	36	0	275	9,773	28,954	38,727
International Security Affairs	239	36	0	275	9,773	28,954	38,727
Policy Formulation	5	0	0	5	782	548	1,330
International Security Affairs	5	0	0	5	782	548	1,330
Public Diplomacy	0	0	0	0	8	0	8
Total	244	36	0	280	10,563	29,502	40,065

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Staff by Domestic Organization Unit (positions)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Congressional & Public Affairs	3	3	3
Counter Piracy and Maritime Security	4	4	4
Deputy Assistant Secretary for Defense Trade and Regional Security	2	2	2
Deputy Assistant Secretary for Management and Negotiations	1	1	1
Deputy Assistant Secretary for Plans, Programs, and Operations	1	1	1
Directorate for Defense Trade Controls	6	6	6
International Security Operations	7	7	7
Office of Defense Trade Controls Compliance	19	19	19
Office of Defense Trade Controls Licensing	45	45	55
Office of Defense Trade Controls Policy	6	6	7
Office of Plans, Policy, and Analysis	22	22	22
Office of Regional Security & Arms Transfers	19	19	19
Office of Weapons Removal and Abatement	19	19	19
Office of the Assistant Secretary	5	5	5
POLADS/SDE Coordination	4	4	4
Political Advisors	93	93	93
Security Negotiations and Agreements	1	1	1
State/Defense Exchange Officers	12	12	12
Total	269	269	280

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Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Congressional & Public Affairs	410	410	410
Counter Piracy and Maritime Security	1,036	1,036	1,039
Deputy Assistant Secretary for Defense Trade and Regional Security	292	292	292
Deputy Assistant Secretary for Management and Negotiations	165	165	165
Deputy Assistant Secretary for Plans, Programs, and Operations	160	160	160
Directorate for Defense Trade Controls	811	811	812
International Security Operations	3,205	3,205	3,219
Office of Defense Trade Controls Compliance	2,124	2,124	2,124
Office of Defense Trade Controls Licensing	5,997	5,997	6,002
Office of Defense Trade Controls Policy	1,285	1,285	1,288
Office of Plans, Policy, and Analysis	3,245	3,245	3,249
Office of Regional Security & Arms Transfers	2,893	2,893	2,897
Office of Weapons Removal and Abatement	3,115	3,115	3,120
Office of the Assistant Secretary	1,326	1,326	1,330
POLADS/SDE Coordination	904	904	906
Political Advisors	11,328	11,328	11,334
Security Negotiations and Agreements	401	401	402
State/Defense Exchange Officers	1,316	1,316	1,316
Total	40,013	40,013	40,065

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Funds by Object Class (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	26,280	26,280	26,293
1200 Personnel Benefits	6,436	6,436	6,439
2100 Travel & Trans of Persons	1,137	1,137	1,143
2300 Rents, Comm & Utilities	762	762	766
2400 Printing & Reproduction	270	270	271
2500 Other Services	4,928	4,928	4,952
2600 Supplies and Materials	64	64	64
3100 Personal Property	136	136	137
Total	40,013	40,013	40,065

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Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	280	242	244
Funds	49,292	40,697	41,275

Program Description

The Bureau of International Security and Nonproliferation (ISN) is responsible for managing a broad range of U.S. Government nonproliferation polices, programs, agreements, and initiatives. The proliferation of Weapons of Mass Destruction (WMD) and related materials, technologies, and expertise, and the fact that terrorists are trying to acquire them, is a preeminent challenge to U.S. national security. Combating this threat through bilateral and multilateral diplomacy is one of the highest priorities of the Department. ISN leads the Department's efforts to prevent the spread of WMD - whether nuclear, biological, chemical, or radiological - and their delivery systems. ISN also works to control transfers of advanced conventional weapons and dual-use goods and technologies. Through bilateral and multilateral diplomacy, ISN spearheads efforts to promote international consensus on the threats posed by WMD proliferation and on ways to address such threats, and works to shore up the credibility of the global nuclear nonproliferation regime.

A recent reorganization of ISN transferred its arms control functions and corresponding resources to the new Bureau of Arms Control, Verification and Compliance, allowing ISN to focus all its resources on nonproliferation objectives.

Iran and North Korean Challenges

ISN's highest priority is to deal with the challenges presented by Iranian and North Korean WMD and missile ambitions. The Bureau provides diplomatic and technical expertise in support of the Department's efforts to maintain united international pressure on Iran to abide by its international nonproliferation obligations. The Bureau contributes to the Department's efforts to achieve the verifiable denuclearization of North Korea through diplomacy, including through participation in the Six-Party Talks and in cooperation with the United Nations, the International Atomic Energy Agency (IAEA), and key allies and friends, and to address its other WMD and missile programs.

Nuclear Nonproliferation Regime

A high priority requirement of the U.S. Government is to strengthen the global nuclear nonproliferation regime by reinforcing the basic bargain of the Nuclear Non-Proliferation Treaty (NPT). ISN manages U.S. engagement in the global nuclear nonproliferation regime, and supports the President's Special Representative for Nuclear Nonproliferation. Having overseen a successful 2010 NPT Review Conference in May 2010, the Bureau is already preparing for the five-year cycle leading to the next NPT Review Conference in 2015. ISN manages U.S. engagement with the IAEA and administers the diplomatic aspects of U.S. efforts to establish an international fuel bank and other mechanisms for nuclear fuel assurances. ISN negotiates bilateral peaceful nuclear cooperation agreements that promote safe,

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secure, and safeguarded use of nuclear power and leads diplomatic efforts to reduce the amount of weapons-grade highly enriched uranium and plutonium in the world.

Preventing Proliferant Transfers

ISN controls, impedes, and interdicts proliferant transfers via its management of U.S. Government participation in the Australia Group (chemical/biological), the Nuclear Suppliers Group, the Missile Technology Control Regime, and the Wassenaar Arrangement (conventional weapons), as well as through its Export Control and Related Border Security program. ISN spearheads U.S. efforts to promote implementation of UN Security Council Resolution 1540, a legally-binding requirement for states to enact domestic controls to prevent proliferation. ISN has diplomatic responsibility for the Proliferation Security Initiative, a commitment by over 90 states to take action to interdict shipments, disrupt networks, and shut down the front companies that support them. ISN co-chairs a committee with the Department of the Treasury that implements Executive Order 13382, which authorizes the U.S. Government to freeze assets and block transactions of designated entities and individuals engaged in proliferation activities.

WMD Terrorism

ISN leads the diplomatic aspects of the President's initiative to secure vulnerable nuclear materials worldwide within four years, playing a leading role in the Nuclear Security Summit of April 2010, implementing its outcomes, and preparing for its 2012 follow-on Summit. ISN supports the Secretary's Coordinator for Threat Reduction Programs, who resides within ISN. ISN also manages programs specifically designed to combat nuclear terrorism, such as the 2006 Global Initiative to Combat Nuclear Terrorism. ISN's Global Threat Reduction program focuses on regions and countries where the risks of terrorism and proliferation are greatest. ISN also manages implementation of the Biological Weapons Convention (BWC) as the U.S. Government prepares for the 2011 BWC Review Conference.

Missile Proliferation

ISN leads U.S. efforts to stem the proliferation of ballistic and cruise missiles, the most destabilizing potential delivery systems for WMD. The centerpiece of this effort is ISN's leadership in the Missile Technology and Control Regime (MTCR), which seeks to deny technology to proliferant missile programs and coordinates international efforts to press countries to stop pursuing or supplying such programs. The combination of MTCR, export controls, interdiction, and sanctions makes proliferant missile programs in countries like Iran and North Korea more costly, time-consuming, and difficult to pursue.

Advanced Conventional Weapons

ISN is committed to stemming the proliferation of advanced conventional weapons, particularly through such multilateral efforts as the Wassenaar Arrangement on Export Controls for Conventional Arms and Dual-Use Goods and Technologies. ISN conducts participation in international discussions to improve regulation of international trade in conventional arms, and is leading U.S. engagement in consultations preparing for the recently-agreed 2012 negotiations on an Arms Trade Treaty (ATT). ISN also directs policy implementation of U.S. and foreign commercial remote sensing satellites which, if not properly managed, can provide critical military advantages to adversary states and terrorists, and negotiates associated international agreements to control transfers of remote sensing satellites and technology.

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Performance

Armed with nuclear weapons, Iran would be a threat to the region and to U.S. interests in the Middle East. This indicator records U.S. and international progress in managing the Iranian challenge to the NPT and to regional and international security. Since the Department began tracking this indicator in FY 2006, Iran has continually refused to provide the International Atomic Energy Agency (IAEA) sufficient access and cooperation to provide assurances of the absence of undeclared nuclear activities. Iran concealed from the international community sensitive fuel cycle activities that are a significant step toward a nuclear weapons capability, pursued development of a nuclear warhead, and continues to develop ballistic missile capabilities. In FY 2009, the Obama Administration conducted an extensive Policy Review on Iran intended to identify ways to execute the President's policy objective of preventing Iran from acquiring a nuclear weapons capability while changing the tone of interactions, including through direct engagement and diplomacy.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	Status of Iran's Nuclear Weapons Program and Adherence to Nuclear Nonproliferation Treaty Obligations.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
▼ Below Target	▼ Below Target	▼ Below Target	▼ Below Target
TARGETS AND RESULTS			
FY 2012 Target	Since the Department did not achieve FY 2009 Targets, FY 2011 targets are repeated here: <ul style="list-style-type: none"> • Iran's suspension of all uranium enrichment-, reprocessing-, and heavy water-related activities (also termed 'proliferation-sensitive nuclear activities') continues and negotiations continue or conclude on a long-term political settlement. • IAEA inspections and investigations continue into any remaining outstanding issues. • Iran ceases using the international financial system to support proliferation and terrorism activities and is denied the ability to engage in clandestine sensitive procurement efforts. 		
FY 2011 Target	Since the Department did not achieve FY 2009 Targets, FY 2010 targets are repeated here: <ul style="list-style-type: none"> • Negotiations with Iran continue until agreement on a long-term political settlement. • Iran maintains a full suspension of all proliferation-sensitive nuclear activities, verified by the IAEA. • IAEA inspections and investigations continue into any remaining outstanding issues. • Iran provides full cooperation such that the IAEA is able to conclude that Iran's nuclear program declarations appear correct and complete. 		
FY 2010 Target	<ul style="list-style-type: none"> • Negotiations with Iran continue until agreement on a long-term political settlement. • Iran maintains a full suspension of all proliferation-sensitive nuclear activities, verified by the IAEA. • IAEA inspections and investigations continue into any remaining outstanding issues. • Iran provides full cooperation such that the IAEA is able to conclude that Iran's nuclear program declarations appear correct and complete. 		

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FY 2010 Rating and Result	<p>Rating: Below Target Throughout early 2010, The U.S. Government negotiated a fourth UN Security Council resolution imposing legally binding sanctions as a mechanism for increasing the pressure on Iran to comply with its international obligations (it was adopted in June). As of this writing, Iran has failed to do so once again. Iran also continues to refuse to cooperate with the IAEA in its investigation into Iran's nuclear program. The United States has been successful in maintaining its coalition, both at the Security Council and through the implementation of accompanying sanctions, such as the autonomous sanctions that go beyond UNSCR requirements adopted by the EU, Australia, Canada, and Norway during the summer of 2010. The P5+1 and Iran met in early December 2010 in Geneva in order to resolve this impasse. Negotiations will continue in Istanbul in January 2011.</p>
Impact	An Iran armed with nuclear weapons would be a serious threat to its neighbors and to international security and stability. Iran's concealment of actions poses a direct challenge to the NPT regime. The U.S. and the international community must continue pressure on Iran to make a choice between complying with its NPT obligations or fact increasing isolation.
Steps to Improve	The Department will continue to develop strategies and tactics for both further isolating Iran and keeping the door open to ensuring negotiations with Iran are constructive should Iran decide to change course.
FY 2009 Rating and Result	<p>Rating: Below Target Iran has continued to refuse to comply with its United Nations Security Council (UNSC) obligations. The Obama Administration conducted an extensive Policy Review on Iran, intended to identify ways to execute the President's policy objective of preventing Iran from acquiring a nuclear weapons capability while changing the tone of the interactions, including through direct engagement and diplomacy.</p>
FY 2008 Rating and Result	<p>Rating: Below Target Iran continued to refuse to re-suspend its proliferation-sensitive nuclear activities or to cooperate fully with the IAEA. In coordination with Treasury, a diplomatic track through unilateral, bilateral, and multilateral sanctions was pursued. In addition to UNSCRs 1696, 1737, and 1747, UNSCR 1803 was adopted in March 2008, imposing additional Chapter VII sanctions on Iran in an effort to get Iran to suspend its nuclear activities and engage in negotiations on the future of its nuclear program. UNSCR 1835 was adopted in September 2008, restating the obligations on Iran and demanding its compliance. The IAEA remained seized of the issue and, in February 2008, was presented with information that described in detail Iran's effort to develop a nuclear warhead, work that the U.S. Intelligence Community assessed was halted in late 2003.</p>
FY 2007 Rating and Result	<p>Rating: Below Target Iran continued to refuse to re-suspend its proliferation-sensitive nuclear activities enrichment-related activity or to cooperate fully with the IAEA. The U.S. has pursued a diplomatic track through unilateral, bilateral, and multilateral sanctions in coordination with the Treasury Department. In addition to UN SCR 1696, two more resolutions have been unanimously adopted (UNSCRs 1737 and 1747) and Chapter VII sanctions were imposed on Iran in an effort to achieve the desired impact of Iran suspending its proliferation-sensitive nuclear activities, cooperating fully with the IAEA, and engaging in negotiations on the future of its nuclear program. A third Chapter VII sanctions resolution was adopted in March 2008 when Iran continued to fail to comply with its UNSC and IAEA obligations.</p>
VERIFICATION AND VALIDATION	
Methodology	On a daily basis, the Bureau of International Security and Nonproliferation monitors current events relating to Iran and consults with other Department and U.S. officials on U.S. policy vis-a-vis Iran.
Data Source and Quality	Intelligence reporting, embassy reporting, bilateral consultations, IAEA and UNSC reporting. Undeclared Iranian activities are inherently difficult to detect, and at times the IAEA may rely on information received from the Government of Iran that might be unreliable.

As President Obama noted in his 2009 speech in Prague, the 'basic bargain' of the Nuclear Non-Proliferation Treaty (NPT) remains sound: nuclear weapons states will move to disarmament, countries without nuclear weapons will not acquire them, and all can access peaceful uses of nuclear energy in accordance with International Atomic Energy Agency (IAEA) obligations and safeguards. This bargain

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has been put at risk by countries seeking nuclear weapons capabilities under the guise of peaceful uses. The U.S. needs to rebuild consensus among NPT Parties on the importance of the NPT, reach consensus on responses to NPT and IAEA noncompliance, and ensure that the IAEA has the authority and resources needed to police the nuclear nonproliferation system through its international safeguards.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	Key Milestones in Strengthening the Nuclear Non-proliferation Treaty (NPT) and International Atomic Energy Agency (IAEA).		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
◄► On Target	◄► On Target	◄► On Target	◄► On Target
TARGETS AND RESULTS			
FY 2012 Target	<ul style="list-style-type: none"> • NPT Parties continue to follow up on 2010 Review Conference Action Plan. • Successful 2012 NPT Preparatory Committee. • Construction begins on new IAEA Nuclear Material Laboratory. • Additional states sign, have Board of Governors approval of, and/or bring into force comprehensive safeguards agreements, Additional Protocols, and modified small quantities protocols. 		
FY 2011 Target	<ul style="list-style-type: none"> • NPT Parties follow up on 2010 Review Conference Action Plan. • Plan for 2012 Preparatory Committee, the first in a series to prepare for the 2015 Review Conference. • IAEA member states agree on the Agency's 2012-13 Program and Budget, with a real increase in budget. • Additional states sign, have Board of Governors approval of, and/or bring into force comprehensive safeguards agreements, Additional Protocols, and modified small quantities protocols. 		
FY 2010 Target	<ul style="list-style-type: none"> • NPT Parties conduct Review Conference that includes substantive debate on Treaty issues of importance to the USG and helps to strengthen NPT as a barrier to the spread of nuclear weapons. • Review Conference reaches common ground on many of these issues, though the highly contentious nature of the issues at time of writing means this target cannot include adoption of consensus documents. • IAEA member states continue to formulate the future direction of IAEA, drawing on the Vision 2020 and Future of the Agency Initiatives. • U.S. implements U.S.-IAEA Additional Protocol. • Additional states sign, have Board of Governors approval of, and/or bring into force comprehensive safeguards agreements and Additional Protocols. 		
FY 2010 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • RevCon exceeded expectations; all Treaty issues reviewed; progress made on all principal U.S. objectives. Final Document on substantive issues achieved for first time in 10 years, only the 5th time consensus achieved in the 8 RevCons since 1975. • Consensus reached on a plan of follow-on actions to strengthen each of the 3 NPT pillars, first time an NPT action plan has covered each pillar. • Future of Agency general discussions completed; Working Group on Financing the Agency's Activities established to address, inter alia, management reforms. • U.S. preparing to host IAEA inspections under Additional Protocol (AP). • 3 states signed APs, 2 had APs approved by IAEA, and 8 brought APs into force, for total of 101 APs in force; also, 3 states signed and 7 brought comprehensive safeguards agreements into force. 		

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Impact	The NPT has been the bedrock of the global nuclear nonproliferation regime for 40 years, but has been put at risk by countries undertaking clandestine nuclear weapons programs under the guise of peaceful uses of nuclear energy. Confidence needs to be restored in the regime by, <i>inter alia</i> , agreeing on responses to NPT noncompliance and by strengthening the authority and capability of the IAEA.
FY 2009 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Buoyed by President's Prague speech pledging U.S. attention to all 3 pillars of the NPT, PrepCom completed work quickly and with more cohesion than in the recent past. Parties agreed on procedural matters including a substantive agenda for RevCon • Safeguards strengthened this year due to agreement on a real increase in IAEA budget for 2010, and to Japanese and U.S. contributions to fund a new IAEA safeguards analytical lab that ROK and others may also fund • The "2020 review" has evolved into open-ended meetings of IAEA states on the "Future of the Agency" in which the U.S. emphasizes the need for strengthened safeguards • The U.S. Additional Protocol entered into force in January 2009 • 6 more states signed Additional Protocols, and 4 ratified. Also 5 states had comprehensive safeguards agreements ratified, signed or approved by the IAEA
FY 2008 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • The second session of the Preparatory Committee for the 2010 Review Conference completed its work, including a substantive discussion of all key issues and decisions on the venue, chairman, and other arrangements for the 2009 PrepCom. • 3 Parties signed an Additional Protocol and 4 brought Protocols into force, bringing the total number 'in force' to 88. The IAEA determined that another 27 states had met its 'integrated safeguards' guidelines, bringing the total to 47 states. Parties also strengthened nuclear safety and security, as 3 more states made political commitments to follow the guidance in the Code of Conduct on the Safety and Security of Radioactive Sources. • The Department continued to pursue the recommendations for strengthening safeguards through bilateral consultations.
FY 2007 Rating and Result	<p>Rating: On Target</p> <p>Iran used procedural disputes to constrain time for debate of substantive issues at the 2007 PrepCom (e.g., objecting to a phrase about "reaffirming the need for full compliance with the Nonproliferation Treaty"). Other delegations held firm against these ploys in a display of international unity for the integrity of the Treaty review process that included most members of the Non-Aligned Movement. The PrepCom completed necessary work for the 2008 PrepCom, and discussed issues (e.g., how to deter withdrawal from the Treaty by violators). The Safeguards Committee lapsed, but USG will pursue the Secretariat's 18 recommendations for strengthening safeguards in other IAEA fora. One state signed an Additional Protocol; five others brought Protocols into force. Eighty-five states now have Additional Protocols in force.</p>
VERIFICATION AND VALIDATION	
Methodology	On a daily basis, the Bureau of International Security and Nonproliferation monitors international developments related to the NPT, the IAEA, and nuclear nonproliferation, and consults with others in the Department and the USG about U.S. policy approaches and tactics for accomplishing U.S. objectives.
Data Source and Quality	Performance data is from UN, NPT, and IAEA documents, reports of UN and IAEA meetings, U.S. and other governments' statements and papers, embassy reporting, intelligence reporting, consultations with the IAEA, UN, and foreign government officials. The Data Quality Assessment revealed no significant data limitations.

Acquisition of an operational nuclear device by al-Qaida or other terrorist organizations is a clear and present danger to U.S. and international security. ISN attacks this threat by using all nonproliferation tools, including interdiction and sanctions, to assist in this effort, but the most direct tools are covered by this indicator. ISN manages the Global Initiative to Combat Nuclear Terrorism (GICNT) and works to establish global standards, improve security and safety at facilities handling nuclear or radioactive

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materials, combat nuclear smuggling, and employ scientists and technicians with nuclear weapons-related expertise to reduce possible incentives for them to share their expertise with terrorists.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	Key Milestones Achieved in Combating Nuclear Terrorism.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	▲ Above Target	◁▷ Improved But Not Met	◁▷ Improved But Not Met
TARGETS AND RESULTS			
FY 2012 Target	<ul style="list-style-type: none"> • GICNT partners conduct 8 activities to implement Principles, including targeted activities in nuclear detection and nuclear forensics. • Perform 2 country assessments, secure donations for 6 projects, and organize 6 activities to combat nuclear smuggling. • Organize 15 program activities for nuclear/WMD personnel from Iraq and Libya toward goal of self-sustainability. • At least 100 states commit to controlling radioactive sources usable in a dirty bomb consistent with IAEA standards. 		
FY 2011 Target	<ul style="list-style-type: none"> • New GICNT institutional structures are fully functional. • GICNT partners conduct 8 activities to implement GICNT principles. • Organize 30 program activities to engage Iraqi and Libyan scientists with WMD-applicable expertise, and 5 activities to engage nuclear scientists worldwide. • Perform 3 country assessments, secure donations for 6 projects, organize 6 activities to combat nuclear smuggling. • Finalize high-level Recommendations documents in IAEA Nuclear Security Series on the security of radioactive materials/nuclear materials. • Complete second Radiation Source Protection, Security Task Force Report for Congress that identifies gaps/provides recommendations on improving security of radioactive sources. • 6 countries ratify amendment strengthening the Convention on Physical Protection of Nuclear Material (CPPNM). 		
FY 2010 Target	<ul style="list-style-type: none"> • GICNT partners conduct 16 activities to implement GICNT principles. • 8 GICNT partners produce plans/policies/procedures related to combating nuclear terrorism. • Complete 3 GICNT-related activities with cooperation from international organizations, the private sector, and/or local government. • Organize 30 activities to engage Iraqi and Libyan scientists/engineers with WMD-applicable expertise, and 3 activities to engage nuclear scientists/engineers worldwide. • Perform 3 country assessments, secure donations for 6 projects, and organize 6 activities to combat nuclear smuggling. • Achieve consensus with key allies on Guidelines for Management and Minimization of HEU. • Conduct interagency analysis to assess feasibility of replacing radioactive sources of concern with alternative technologies. • 4 countries ratify amendment strengthening CPPNM. 		

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FY 2010 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • In the process of improving the GICNT institutional structure, GICNT partners changed the approach to its Program of Work; a newly activated Implementation and Assessment Group will submit projects to the 2013 Plenary rather than piecemeal starting this year. • GICNT conducted 8 activities to implement Principles, completed 7 activities with international, private cooperation. • Organized 26 activities to engage Iraqi scientists/engineers with WMD-applicable expertise, and 4 activities to engage nuclear scientists/engineers worldwide. • Achieved agreement among 47 countries and 3 international organizations, through the Nuclear Summit Communiqué and Workplan, on language for HEU minimization. • Completed interagency report on the feasibility of replacing radioactive sources usable in a 'dirty bomb' with alternative technologies.
Impact	<p>Failure to prevent terrorist acquisition of a nuclear weapon would be measurable and could be catastrophic; success is more difficult to measure. Common sense indicates that the more the Department engages with scientists with nuclear expertise, and the more the U.S. Government engages with foreign governments to increase information sharing and coordination, the better the chances of success.</p>
Steps to Improve	n/a
FY 2009 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • Partners conducted 12 activities. • Spain hosted field exercise in Oct 2008; Netherlands to conduct a field training exercise in Nov 2009. • June 2009 Plenary included session devoted to enhancing nuclear security public-private-civil society relationships with substantive cooperation from private sector; Spanish field exercise included substantive cooperation from local government. • U.S. and Russia agreed to activate and expand the GICNT's Implementation and Assessment Group to help transform the GICNT into a durable institution. • Organized 22 activities to engage Iraqi, and 5 activities to engage Libyan, ex-WMD scientists. • Performed 4 new country assessments, secured funding for 6 new projects, and organized 7 activities to combat nuclear smuggling. • 9 of 10 major radioactive source suppliers commit. • Agreed draft with France virtually completed.
FY 2008 Rating and Result	<p>Rating: Above Target</p> <ul style="list-style-type: none"> • 13 additional states endorse the GICNT, for a total of 75, already meeting the Department's FY09 target. The Department will continue to invite others to become partners, but most of the key states are involved and the bureau will not retain this target for FY09. • Partner nations conducted 15 GICNT activities, but this high level is not expected to continue. • The field exercise was conducted in October 2008. • Outreach to private sector was suspended per management. • 11 trainings events were conducted for Iraqi personnel and 9 for Libyan personnel. • Performed 3 new country assessments and secured funding for 9 new projects to combat nuclear smuggling in countries of concern. • 6 more states committed to security radioactive sources with IAEA standards, bringing the total to 94 states.

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FY 2007 Rating and Result	<p>Rating: New Indicator, No Rating</p> <ul style="list-style-type: none"> • The Global Initiative began with 13 partners; there are now have over 50. During this first year of implementation, three senior-level political meetings were held -- in Morocco, Turkey, and Kazakhstan. • A small group of GI partners, called the Exercise Planning Group, was created to contribute to the development of exercises and scenario planning. • A two-year roadmap of activities was agreed, with 17 activities held in calendar year 2007, with at least one Plan of Work activity addressing each principle. • A GI web portal, called the Global Initiative Information Portal, has been created to manage GI information. • 5 statements of support have been received from Fortune 500 companies. • ISN organized 13 activities to engage former WMD personnel in Iraq and Libya. • ISN completed 4 nuclear smuggling country assessments and funded 16 projects.
VERIFICATION AND VALIDATION	
Methodology	On a daily basis, offices within the Bureau of International Security and Nonproliferation monitor and assess information received from the data sources.
Data Source and Quality	Performance data is developed from information from GICNT partners; consultations with foreign governments; IAEA documents and consultations; intelligence reporting; embassy reporting; and from ISN Non-proliferation, Anti-terrorism, Demining, and Related programs -funded program activities. The Data Quality Assessment revealed minor data limitations. Accurate information on terrorist activities is difficult to obtain.

Justification of Request

The Department’s FY 2012 request of \$41.275 million and 244 positions for the Bureau of International Security and Nonproliferation maintains current services and supports a broad range of U.S. Government nonproliferation polices, programs, agreements, and initiatives.

ISN requests one Senior-level officer for the new Office of Missile, Biological, and Chemical Nonproliferation. This office manages U.S. Government engagement with several multinational export control regimes and develops related nonproliferation analysis and recommendations for improved approaches on complex, sensitive, and controversial missile, chemical, and biological nonproliferation-related issues worldwide. This office has one senior-level incumbent to work on missile nonproliferation issues at the policy level; it needs another for chemical and biological nonproliferation issues at the policy level.

ISN requests one FTE to allow conversion of a contractor to a permanent position for the Office of Export Control Cooperation. This office manages the Export Control and Related Border Security (EXBS) foreign assistance program which provides assistance to over 50 countries. Several of the program management positions are filled by personal service contractors, including the program analyst for obligations support who works closely with foreign affairs officers and program managers to draft contracts, ensures that interagency partners practice sound financial and program management when handling EXBS funds, and helps coordinate over \$50 million in obligations. ISN requests conversion of this contractor position to an FTE in order to ensure more effective program management.

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Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	244	22	14	0	280	20,838	28,454	49,292
FY 2011 CR	219	22	1	0	242	15,652	25,045	40,697
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(343)	0	(343)
Domestic Inflation	0	0	0	0	0	535	0	535
Total Built-in Changes	0	0	0	0	0	192	0	192
FY 2012 Current Services	219	22	1	0	242	15,844	25,045	40,889
FY 2012 Program Changes								
New Domestic Positions	2	0	0	0	2	134	252	386
Total Program Changes	2	0	0	0	2	134	252	386
FY 2012 Request	221	22	1	0	244	15,978	25,297	41,275

Staff by Program Activity

(positions)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	280	239	241
Domestic Administrative Management	3	3	3
Domestic Financial Services	12	12	12
Domestic General Services	10	10	10
Domestic Personnel Services	18	15	15
International Security Affairs	224	189	191
Mission Direction	12	10	10
Domestic Administrative Support	0	2	2
Domestic Personnel Services	0	2	2
Public Diplomacy	0	1	1
Total	280	242	244

D&CP – BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION

Funds by Program Activity

(\$ in thousands)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	49,160	40,565	41,143
Domestic Administrative Management	651	653	657
Domestic Financial Services	1,841	1,844	1,851
Domestic General Services	1,490	1,497	1,502
Domestic Personnel Services	2,636	2,550	2,560
International Security Affairs	38,762	30,691	31,214
Mission Direction	3,780	3,330	3,359
Public Diplomacy	132	132	132
International Security Affairs	10	0	0
Public Diplomacy - Program Costs	122	122	0
Total	49,292	40,697	41,275

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	240	1	0	241	15,968	25,175	41,143
Domestic Administrative Management	3	0	0	3	353	304	657
Domestic Financial Services	12	0	0	12	633	1,218	1,851
Domestic General Services	10	0	0	10	486	1,016	1,502
Domestic Personnel Services	15	0	0	15	835	1,725	2,560
International Security Affairs	190	1	0	191	11,215	19,999	31,214
Mission Direction	10	0	0	10	2,446	913	3,359
Domestic Administrative Support	2	0	0	2	0	0	0
Domestic Personnel Services	2	0	0	2	0	0	0
Public Diplomacy	1	0	0	1	10	122	132
Total	243	1	0	244	15,978	25,297	41,275

D&CP – BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION

Staff by Domestic Organization Unit (positions)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Budget and General Services	10	10	10
Chemical and Biological Weapons Threat Reduction	13	0	0
Conventional Arms Threat Reduction	17	16	16
Cooperative Threat Reduction	10	11	11
Coordinator for Threat Reduction	1	1	1
Counterproliferation Initiatives	22	21	21
Deputy Assistant Secretary for Threat Reduction, Export Controls and Negotiation	2	2	2
Export Control Cooperation	17	17	18
Human Resource Division	18	17	17
Missile Threat Reduction	10	0	0
Nonproliferation & Disarmament Fund	15	15	15
Office of Assistant Secretary	11	9	9
Office of Missile Defense and Space Policy	9	0	0
Office of the Executive Director	3	3	3
Principal Deputy Assistant Secretary for Counterproliferation	2	0	0
Regional Affairs	24	25	25
Resource Management Division	12	12	12
Special Representative for Nuclear Nonproliferation	2	0	0
Strategic Planning and Outreach	11	0	0
WMD/Terrorism	19	18	18
DAS for Counterproliferation	0	6	6
Deputy Assistant Secretary for Nuclear Nonproliferation Policy and Negotiations	2	2	2
Missile, Biological, and Chemical Nonproliferation	0	14	15
Multinational Nuclear & Security Affairs	14	13	13
Nuclear Energy, Safety and Security	21	20	20
Senior Advisor IAEA/UNVIE	1	1	1
Spec. Rep. Nuclear Nonproliferation	0	2	2
Strategic Communications and Outreach	1	7	7
Total	267	242	244

D&CP – BUREAU OF INTERNATIONAL SECURITY AND NONPROLIFERATION

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Budget and General Services	1,490	1,497	1,502
Chemical and Biological Weapons Threat Reduction	2,277	0	0
Conventional Arms Threat Reduction	2,785	2,697	2,710
Cooperative Threat Reduction	1,591	1,787	1,795
Coordinator for Threat Reduction	440	436	440
Counterproliferation Initiatives	3,039	2,957	2,967
Deputy Assistant Secretary for Threat Reduction, Export Controls and Negotiation	289	292	293
Export Control Cooperation	2,327	2,420	2,620
Human Resource Division	2,636	2,550	2,560
Missile Threat Reduction	1,542	0	0
Nonproliferation & Disarmament Fund	1,838	1,920	1,924
Office of Assistant Secretary	3,780	3,330	3,359
Office of Missile Defense and Space Policy	1,449	0	0
Office of the Executive Director	651	653	657
Principal Deputy Assistant Secretary for Counterproliferation	354	0	0
Regional Affairs	3,460	3,641	3,654
Resource Management Division	1,841	1,844	1,851
Senior Advisor to the International Atomic Energy Agency	159	59	60
Special Representative for Nuclear Nonproliferation	457	453	457
Strategic Planning and Outreach	1,224	10	10
WMD/Terrorism	2,659	1,894	2,662
DAS for Counterproliferation	0	765	767
Deputy Assistant Secretary for Nuclear Nonproliferation Policy and Negotiations	421	423	426
Missile, Biological, and Chemical Nonproliferation	0	2,619	2,826
Multinational Nuclear & Security Affairs	3,579	3,362	3,387
Nuclear Energy, Safety and Security	3,186	3,099	3,113
Senior Advisor IAEA/UNVIE	0	101	101
Strategic Communications and Outreach	0	1,129	1,134
Weapons of Mass Destruction	0	759	0
Total	43,474	40,697	41,275

**D&CP – BUREAU OF INTERNATIONAL
SECURITY AND NONPROLIFERATION**

Staff by Post
(positions)

International Security and Nonproliferation (ISN)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Commissioner to Conf on Disarmament & Special Rep for Nuclear Nonproliferation	6	0	6	0	0	0	0	0	0
Commissioner to the Comprehensive Test Ban Treaty (Vienna)	2	0	2	0	0	0	0	0	0
Organization for the Prohibition of Chemical Weapons	5	0	5	0	0	0	0	0	0
Total	13	0	13	0	0	0	0	0	0

Funds by Post
(\$ in thousands)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Commissioner to Conf on Disarmament & Special Rep for Nuclear Nonproliferation	3,242	0	0
Commissioner to the Comprehensive Test Ban Treaty (Vienna)	1,034	0	0
Organization for the Prohibition of Chemical Weapons	1,542	0	0
Total	5,818	0	0

**D&CP – BUREAU OF INTERNATIONAL
SECURITY AND NONPROLIFERATION**

Funds by Object Class

(\$ in thousands)

Bureau of International Security and Nonproliferation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	24,583	21,805	22,007
1200 Personnel Benefits	5,888	5,201	5,251
2100 Travel & Trans of Persons	3,853	3,523	3,561
2200 Transportation of Things	11	11	11
2300 Rents, Comm & Utilities	937	915	951
2400 Printing & Reproduction	341	282	286
2500 Other Services	11,679	6,981	8,477
2600 Supplies and Materials	215	215	216
3100 Personal Property	159	138	139
4100 Grants, Subsidies & Contrb	1,626	1,626	376
Total	49,292	40,697	41,275

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D&CP - ARMS CONTROL, VERIFICATION AND COMPLIANCE

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	124	154	154
Funds	27,575	36,170	35,861

Program Description

The course for U.S. nuclear weapons policy that the President set out in his April 5, 2009, Prague address significantly realigned the top priorities for the United States, the Department, and the bureau of Arms Control, Verification, and Compliance (AVC). In his speech, the President's commitment to take concrete steps towards a world without nuclear weapons is the key mission of the AVC and places it at the center of the President's efforts.

During FY 2010, the Bureau of Verification, Compliance, and Implementation (VCI) was reorganized and reconstituted as AVC. This reorganization was directed by the Secretary of State with the goals of better leveraging support for key national security objectives and creating dedicated organizational advocates for arms control, verification, compliance, and nonproliferation. To that end, arms control functions were transferred from the Bureau of International Security and Nonproliferation (ISN) to the new AVC. This includes arms control functions associated with the UN General Assembly, UN First Committee, Conference on Disarmament, UN Disarmament Committee, Comprehensive Nuclear Test-Ban Treaty Organization, Fissile Material Cutoff Treaty, Chemical Weapons Convention, and NATO nuclear weapons issues. Sanctions, interdiction, bio-chemical security, and counter-terrorism functions were transferred from VCI to ISN. Finally, missile defense and space policy functions were shifted from ISN to AVC, with ISN retaining missile nonproliferation and export control functions.

As a result of the reorganization, AVC now leads U.S. efforts to develop arms control policies for existing agreements and the negotiation of new accords. Further, AVC continues to exercise overall supervision (including oversight of policy and resources) within the Department on all matters relating to verification and compliance with international arms control, nonproliferation, and disarmament agreements or commitments. Since the President's historic Prague speech, with the direct participation of AVC, the United States already has achieved two of the President's major objectives. Under the direction of the Assistant Secretary, who served as the head of delegation, a new Strategic Arms Reduction Treaty (START) was concluded with Russia on April 8, 2010. In addition, AVC heads the Department's participation in an interagency review led by the Department of Defense of U.S. nuclear weapons policy and on April 6, 2010, the White House released the legislatively-mandated Nuclear Posture Review (NPR).

AVC directly supports the President's efforts to obtain Senate advice and consent for ratification of the Comprehensive Nuclear-Test-Ban Treaty (CTBT), secures international entry into force for the CTBT, and promotes universal compliance with international treaties that the United States has ratified. AVC is playing a central role in developing and implementing the strategy to secure international support for negotiation of a Fissile Material Cutoff Treaty, and in developing the procedures and provisions necessary to ensure that such a treaty would be effectively verifiable and contribute to the long-term goal of establishing the conditions for a safe, secure world without nuclear weapons.

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The President underscored the high priority the Administration attaches to compliance with arms control, nonproliferation, and disarmament agreements and commitments as a critical foundation for achieving a world without nuclear weapons when he stated: "Rules must be binding. Violations must be punished. Words must mean something." This Presidential priority is fundamental to AVC's mission. AVC must ensure that appropriate verification requirements and capabilities are fully considered and properly integrated throughout the development, negotiation, and implementation of arms control, nonproliferation, and disarmament agreements and commitments, and that the United States has the capability to monitor other countries compliance, and rigorously assess, appropriately report, and resolutely enforce it.

AVC's Key Verification Assets Fund (V Fund), mandated by Congress to enable the Department to encourage the preservation of critical verification assets and the development of new verification technologies and approaches to address the most difficult arms control and nonproliferation verification challenges, will be used to provide seed money for the development of the verification technologies, transparency measures, and forensic capabilities necessary to achieve these requirements and make further progress toward a world without nuclear weapons.

Performance

The United States is committed to seeking nuclear force reductions and other concrete steps toward a world without nuclear weapons, goals articulated in the President's nuclear agenda, the Nuclear Posture Review (NPR), and the Department's High Priority Performance Goal (HPPG) related to nuclear nonproliferation. To mitigate the security risks along this trajectory, the USG must, as called for in the NPR, develop new detection and verification technologies and approaches and new ways of using existing technologies and approaches and continue to deploy planned and operational systems to detect and verify clandestine nuclear weapons programs, foreign materials, and weapons production facilities and processes. The indicator below and the identified targets for 2010-2012 directly support this Presidential priority.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	NEW APP INDICATOR: Verification R&D programs focus on closing key detection and verification capability gaps identified in AVC's arms control R&D verification requirements document regarding nuclear weapons programs, foreign materials, and weapons production facilities and processes.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target
TARGETS AND RESULTS			

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FY 2012 Target	<ul style="list-style-type: none"> • V Fund initiates up to three projects to investigate cutting edge technologies, methodologies or approaches identified in AVC R&D verification requirements document. • Other agencies (DOD, DOE, IC) initiate R&D projects to address AVC-identified detection and verification capability gaps. • Program results that become available in FY 2012 inform the development and implementation of relevant arms control, verification, and compliance policies, agreements and commitments. • DOE, DOD, and IC agencies seek AVC input and/or invite AVC participation on their R&D investment decision-making panels. • Promising R&D programs, initially funded with AVC moneys, are subsequently pursued in greater depth by other agencies. • All planned critical intelligence collection programs key to verification, compliance and implementation are funded fully.
FY 2011 Target	<ul style="list-style-type: none"> • V Fund allocation and leveraging results in Department verification and transparency requirements, particularly for verifying New START and follow-on agreements and identifying illicit nuclear weapons testing, being substantially reflected in the R&D programs undertaken by other departments and agencies in support of the Nuclear Posture Review. • Verification R&D programs of other agencies focus on closing the detection and verification gaps identified in the Bureau's Verification Technology Research and Development Needs document. • All planned critical collection programs that support verification, compliance, and implementation are funded fully for the year. • Radionuclide Collection Analysis of Alternatives (AOA) study is completed.
FY 2010 Target	<ul style="list-style-type: none"> • V Fund allocation enables AVC to influence other agencies' decisions on development of new verification technology assets and methodologies and to encourage research to close gaps critical to verified nuclear warhead elimination and other nuclear arms reduction priorities. • R&D coordination with DOE and NNSA initiated to address technical issues associated with nuclear testing and test site monitoring. • Candidate verification and monitoring projects are identified for funding through the Administration's CTBT-related FY 2011 \$10 million extra budgetary request. • Critical collection programs already in development are funded fully by parent agencies; planned improvements are implemented, including for the USNDS program, DOD MASINT programs, and sensors that provide data on nuclear testing and foreign ballistic missile tests.
FY 2010 Rating and Result	<p>Rating: On Target FY 2010 targets have been met or exceeded.</p> <ul style="list-style-type: none"> • Seed monies provided through the V Fund have been allocated to over a dozen technical projects with community partners. • AVC, DOE and NNSA jointly-sponsored calls for research and development projects, working groups and verification technology demonstration projects relating to nuclear testing and nuclear-related monitoring issues. • Agencies provided candidate projects to the Verification and Monitoring Task Force. No further action is anticipated until the budget request is funded. • Critical collection programs were fully funded
Impact	<p>Closing identified detection and verification gaps will strengthen verification of New START and CTBT and provide capabilities to detect, manage and mitigate potential security risks from cheating on follow-on bilateral and multilateral arms control agreements. Progress will depend on two external factors -- (1) adequate funding of programs by other agencies and (2) the results of the R&D.</p>
FY 2009 Rating and Result	<p>Rating: New Indicator, No Rating</p>
FY 2008 Rating and Result	<p>Rating: New Indicator, No Rating</p>
FY 2007 Rating and Result	<p>Rating: New Indicator, No Rating</p>
VERIFICATION AND VALIDATION	
Methodology	<p>Progress will be measured by examination of quantitative and qualitative outcomes -- e.g., were V Fund projects funded, did other agencies undertake research to investigate solutions to AVC-identified gaps, did the R&D meet contract -established benchmarks and outcomes?</p>

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Data Source and Quality	Data sources will be both internal and external, including from other agencies and contracts.. The Data Quality Assessment revealed no significant limitations. Final assessment can be made only at the end of the final year, as results are not yet fully available.
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The President's priority goal in the nuclear arena is implementation of concrete steps toward a world without nuclear weapons. Toward that end, he directed that the U.S. Government seek a new Strategic Arms Reduction Treaty (START) with Russia and subsequently seek agreement by all nuclear weapons states to measures that increase transparency and reduce the global stockpile of nuclear weapons. The U.S. Senate provided its advice and consent to ratification of the new START, approving the resolution of ratification by a 71-26 vote on December 22, 2010. U.S. engagement with Russia and the other P-5 states (UK, France, and China) is to find common ground on the scope and type of deep nuclear reductions and enhanced transparency. The indicator below and the identified targets for 2010-2012 are in direct support of this Presidential priority.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	Key milestones to achieve agreement on a framework for deep bilateral reductions with the Russian Federation and P-5 confidence building, including scope and supporting measures.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target	◀▶ On Target
TARGETS AND RESULTS			
FY 2012 Target	Negotiations on additional U.S.-Russian reductions continue and interim agreement reached. Negotiations begin among the P-5 regarding reductions of P-5 arsenals and transparency measures.		
FY 2011 Target	New START Treaty enters into force and is implemented. Negotiations begin on additional U.S.-Russian reductions, including on non-strategic and non-deployed nuclear weapons. Discussions begin among the P-5 regarding reductions of P-5 arsenals and/or transparency measures.		
FY 2010 Target	New, legally-binding START follow-on treaty and process for further reductions agreed. Briefings, hearings, etc. in support of New START ratification are effective. New START treaty measures are provisionally implemented, pending ratification. Preparations begin for negotiations to lead to additional U.S.-Russian reductions. Russia and China increase transparency regarding their nuclear forces and doctrines. U.S. encourages China to halt nuclear force expansion. U.S. encourages the UK and France to modernize but not increase their nuclear forces.		
FY 2010 Rating and Result	<p>Rating: On Target</p> <p>Milestones are on or above target:</p> <ul style="list-style-type: none"> • New START completed and awaiting Senate advice and consent to ratification. U.S. and Russia will discuss further reductions bilaterally once the treaty enters into force. • Hearings completed; over 900 questions answered. Full Senate consideration of new START expected later in 2010. • New START Treaty site diagrams exchanged in May 2010. • Russia and China provided more information regarding their forces and doctrines at a P-5 meeting and at the NPT Review Conference. • U.S. pressed China on its nuclear force levels and transparency during bilateral consultations on the NPR, at the Conference on Disarmament, and at the NPT Review Conference. • UK and France indicated that they are modernizing but not increasing force levels. 		

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Impact	Achieving the outlined targets meets the President's goal of a new START agreement and facilitates further concrete progress toward a world free of nuclear weapons. It also meets the commitment made at the 2010 Review Conference of the Nuclear Non-Proliferation Treaty (NPT) to take further disarmament steps bilaterally with Russia and multilaterally with Russia, China, France and the UK.
FY 2009 Rating and Result	<p>Rating: On Target</p> <p>Substantial progress toward a bilateral treaty achieved.</p> <p>P-5 Conference provided useful insights into Russian and Chinese nuclear force structures and doctrine. Critical verification technology programs used to obtain data on nuclear weapons and the means of their delivery were largely funded:</p> <ul style="list-style-type: none"> o CJR slipped due to manufacturing and procedural delays and cost overruns. o Key DOD MASINT programs were protected from funding cuts. o Key MASINT sensor programs were deployed to assist verification. <p>Department MASINT R&D requirements to support verification were articulated to the interagency</p>
FY 2008 Rating and Result	<p>Rating: New Indicator, No Rating</p> <p>Review of procedures for the possible closure of the U.S. on site monitoring facility at Russia's Votkinsk missile factory was completed.</p> <p>A team was assembled and trained for START follow-on negotiations with Russia.</p> <p>Cobra Judy Replacement (CJR) proceeded on schedule.</p> <p>Key DOD MASINT programs were protected from funding cuts.</p> <p>MASINT sensor programs were deployed to support critical verification needs.</p> <p>MASINT R&D requirements were articulated at appropriate interagency forums.</p>
FY 2007 Rating and Result	<p>Rating: New Indicator, No Rating</p> <p>Indicator and baseline established in FY 2008.</p>
VERIFICATION AND VALIDATION	
Methodology	The Bureau participates directly and/or leads the activities in support of the target goals. Additionally, the Bureau undertakes a rigorous review of all reporting and activities related to the target goals. The Bureau engages other countries and international organizations to further the target goals, and uses the outcomes of such meetings and engagements in its evaluation of performance.
Data Source and Quality	Data source and quality verified by independent and government-sponsored monitoring. Sources include outcomes and reports from bilateral and international organizations and meetings, as well as from Congressional deliberations and hearings. The Data Quality Assessment revealed no significant data limitations. Final assessment can be made only at the end of the fiscal year, as negotiations and meetings have not yet occurred/concluded.

Justification of Request

The Department's FY 2012 request of \$35.861 million and 154 positions for the Bureau of Arms Control, Verification, and Compliance maintains current services and supports key initiatives such as developing arms control policies for existing accords and negotiating new agreements.

The ISN/VCI reorganization was effective October 1, 2010, and entailed the transfer of arms control functions from the ISN Bureau to the new AVC Bureau. More than \$8 million in ISN resources and 30 positions were shifted to AVC from ISN as a result of the reorganization effort.

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Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	108	14	2	0	124	14,969	12,606	27,575
FY 2011 CR	125	14	15	0	154	20,155	16,015	36,170
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(442)	0	(442)
Domestic Inflation	0	0	0	0	0	133	0	133
Total Built-in Changes	0	0	0	0	0	(309)	0	(309)
FY 2012 Current Services	125	14	15	0	154	19,846	16,015	35,861
FY 2012 Request	125	14	15	0	154	19,846	16,015	35,861

Staff by Program Activity (positions)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	124	154	154
International Security Affairs	110	154	154
Total	124	154	154

Funds by Program Activity (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	27,575	36,170	35,861
International Security Affairs	27,575	36,170	35,861
Total	27,575	36,170	35,861

D&CP - ARMS CONTROL, VERIFICATION AND COMPLIANCE

Program Activities

Department Of State	Positions			Pos Total	Funds (\$ in thousands)		
	American Domestic	Overseas	FSN		Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	139	15	0	154	19,846	16,015	35,861
International Security Affairs	139	15	0	154	19,846	16,015	35,861
Total	139	15	0	154	19,846	16,015	35,861

D&CP - ARMS CONTROL, VERIFICATION AND COMPLIANCE

Staff by Domestic Organization Unit (positions)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Deputy Assistant Secretary for Compliance and Implementation Policy	3	0	0
Deputy Assistant Secretary for Verification and Implementation Policy	1	0	0
Office of Assistant Secretary	19	20	20
Office of Biological Weapons Affairs	9	0	0
Office of Chemical and Conventional Weapons	14	0	0
Office of Nuclear Affairs	11	0	0
Office of Strategic Issues	16	0	0
Office of Technology and Assessments	12	0	0
Principal Deputy Assistant Secretary	2	0	0
Representation and Special Advisors for Verification, Compliance, and Implement	2	0	0
CTBT Preparatory Commission	0	2	2
Deputy Assistant Secretary for Nuclear and Strategic Policy	0	2	2
Deputy Assistant Secretary for Space and Defense Policy	0	2	3
Euro-Atlantic Security Affairs	0	11	10
Missile Defense and Space Policy	0	10	10
Multilateral and Nuclear Affairs	0	15	15
Nuclear Risk Reduction Center	21	19	19
Office of Chemical and Biological Weapons Affairs	0	14	14
Office of Verification Operations	14	13	13
Principal Deputy Assistant Secretary for Arms Control Policy and Technology	0	2	2
Strategic Affairs	0	15	15
U.S. Chief Delegate CFE, JCG	0	2	2
U.S. Commissioner INF, U.S. Rep. Moscow Treaty	0	1	1
U.S. Rep Conf. on Disarmament	0	6	6
U.S. Rep Prohibition Chem Weapons	0	5	5
Verification and Transparency Technologies	0	15	15
Total	124	154	154

D&CP - ARMS CONTROL, VERIFICATION AND COMPLIANCE

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Deputy Assistant Secretary for Compliance and Implementation Policy	248	0	0
Deputy Assistant Secretary for Verification and Implementation Policy	312	0	0
Office of Assistant Secretary	4,159	4,283	4,250
Office of Biological Weapons Affairs	1,753	0	0
Office of Chemical and Conventional Weapons	2,181	0	0
Office of Nuclear Affairs	1,570	0	0
Office of Strategic Issues	3,037	0	0
Office of Technology and Assessments	3,821	0	0
Principal Deputy Assistant Secretary	336	0	0
Representation and Special Advisors for Verification, Compliance, and Implement	235	0	0
CTBT Preparatory Commission	0	449	446
Deputy Assistant Secretary for Nuclear and Strategic Policy	0	349	347
Deputy Assistant Secretary for Space and Defense Policy	0	325	323
Euro-Atlantic Security Affairs	0	1,830	1,820
Missile Defense and Space Policy	0	1,466	1,460
Multilateral and Nuclear Affairs	0	2,308	2,297
Nuclear Risk Reduction Center	6,541	6,462	6,391
Office of Chemical and Biological Weapons Affairs	0	2,606	2,589
Office of Verification Operations	3,382	3,363	3,332
Principal Deputy Assistant Secretary for Arms Control Policy and Technology	0	262	261
Strategic Affairs	0	2,630	2,614
U.S. Chief Delegate CFE, JCG	0	865	855
U.S. Commissioner INF, U.S. Rep. Moscow Treaty	0	144	143
U.S. Rep Conf. on Disarmament	0	2,916	2,881
U.S. Rep Prohibition Chem Weapons	0	1,627	1,610
Verification and Transparency Technologies	0	4,285	4,242
Total	27,575	36,170	35,861

D&CP - ARMS CONTROL, VERIFICATION AND COMPLIANCE

Funds by Object Class (\$ in thousands)

Bureau of Political-Military Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	11,029	13,815	13,815
1200 Personnel Benefits	2,710	3,404	3,404
2100 Travel & Trans of Persons	1,765	2,078	1,983
2200 Transportation of Things	0	0	10
2300 Rents, Comm & Utilities	442	498	501
2400 Printing & Reproduction	67	76	77
2500 Other Services	11,288	16,005	15,817
2600 Supplies and Materials	213	234	201
3100 Personal Property	61	60	53
Total	27,575	36,170	35,861

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	76	76	77
Funds	11,251	11,251	11,395

Program Description

The Office of the Chief of Protocol (CPR) supports the President, the Vice President, the Secretary of State, and the Deputy Secretaries of State in matters of protocol. CPR supports official representational and diplomatic functions hosted by these individuals and oversees protocol matters arising from their travel abroad. The office takes the lead in planning, organizing, coordinating, and directing official visits by foreign leaders and dignitaries to the United States. The functional duties of the office include:

- Accreditation of foreign diplomatic, consular, and international organization personnel;
- Presentation of newly arrived foreign ambassadors to the President;
- Selection, purchase, and presentation of appropriate gifts for U.S. principals to present to foreign dignitaries;
- Receipt, registration, and storage of gifts presented to U.S. officials by foreign governments;
- Assisting, advancing and providing guidance for Presidential travel (in particular State Visits) abroad;
- Planning, organizing, and directing travel of Presidential Delegations;
- Planning and executing all ceremonial activities at State Department and supporting events of the President and Secretary of State abroad as needed;
- Management and administration of the President's guest house (Blair House); and
- Diplomacy and outreach efforts within the diplomatic community.

Visits

CPR's Visits Division plans, arranges, coordinates, and directs programs for visiting heads of state and other high-level foreign dignitaries; coordinates foreign press arrangements for visits of dignitaries; manages the gift program; coordinates port clearances of all high-ranking foreign dignitaries visiting the United States; assists in coordinating the credentialing of new ambassadors to the United States; provides support for the President's travel abroad; and coordinates travel of Presidential Delegations. The Visits Division also provides support, advice and accompanies the President and First Lady on all trips abroad. In 2010, the Visits Division supported one State Visit, 311 Working Visits, and more than 40 Private Visits. The office coordinated logistics for the 49 Heads of State/Delegation that attended President Obama's National Security Summit, arranged 25 Presidential Delegations abroad, and supported the 65th United Nations General Assembly. The division provided arrival and departure briefings to embassies and UN missions covering the port courtesy program. The Visits Division (and Chief of Protocol) assisted with or accompanied the President and Mrs. Obama on all trips abroad providing protocol guidance, advance staff, and gift support.

Ceremonials

The Ceremonials Division organizes ceremonial and official functions hosted by the Secretary of State and other high-ranking officials. The division assists with events that include participation of the Diplomatic Corps in joint meetings, sessions of Congress, and other public events. The division maintains the precedence lists and responds to public inquiries regarding flag protocol as well as forms of

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

address, seating, and invitations. In 2010, the division facilitated over 184 representational events (dinners, teas, luncheons, receptions, and breakfasts). In addition, the office assisted with 61 swearing-in ceremonies for senior officials and newly appointed U.S. ambassadors. The Office also assists, as requested, with ceremonial and official functions hosted by the President, Vice President or Secretary of State abroad. The Ceremonials Division will continue all current responsibilities in 2011 and will initiate a training program for Protocol Officers at posts throughout the world.

Diplomatic Partnerships

The Diplomatic Partnerships Division (DPD) furthers the President's diplomatic efforts by providing the Diplomatic Corps with a greater insight and understanding of the United States' people, customs and institutions through a broad range of unique programs that connect U.S. Government agencies, community and business leaders, innovation experts and others directly with the Diplomatic Corps. Diplomatic Partnership programs such as State of the Administration, *Experience America*, Issue Roundtables, and Cultural Exchange events bring strategic focus to these objectives. The State of the Administration Speaker Series is a recurring program that gives the Diplomatic Corps an opportunity to interact with senior Administration officials and influential policymakers who provide first-hand knowledge of the U.S. Government's work on important current issues. In 2010, *State of the Administration* events averaged 80 – 100 diplomats in attendance. This year, approximately 50 foreign Ambassadors participated in the two *Experience America* visits where they interacted with over 200 local and community leaders on each trip. CPR's goal is to foster mutually beneficial relationships for the cities and states that CPR visits, and the countries of those ambassadors who join the trips. The members of the Diplomatic Corps contribute to the funding of this program by covering the cost of their air travel, hotel accommodations and incidental expenses.

Diplomatic Affairs

The Diplomatic Affairs Division has responsibility for monitoring the agrément process (the process by which a government seeks accreditation for its diplomats in a foreign country) for foreign Ambassadors in the United States, as well as the presentation of their credentials to the Secretary of State and the President of the United States. This division also develops, establishes, and maintains U.S. Government policy regarding rights, privileges, and immunities accorded foreign diplomatic and consular officers and employees; determines the acceptability of diplomatic, consular, international organizations, and other foreign government personnel accredited to the United States; issues identification documents to such personnel; processes spouse and dependent employment requests; reviews and approves requests for the opening of consular and miscellaneous foreign government offices throughout the United States; investigates and resolves complaints and incidents involving foreign government representatives, and provides support and assistance to the diplomatic community in the United States. The Diplomatic Affairs Division is also responsible for processing White House tour requests submitted by the Diplomatic Community.

Blair House

Blair House is the President's official guest house in Washington, and serves as the residence for foreign guests of the President. The Blair House Division is responsible for managing, operating and maintaining Blair House in impeccable condition, and for managing and supporting all official visits, events and ceremonies held at Blair House. In 2010, Blair House hosted seven official foreign visits, and was the venue for 61 representational luncheons, dinners, receptions, and meetings.

Management

The Management Division is responsible for coordination and execution of the CPR budget, coordination with the Bureau of Resource Management on the budget for protocol activities under the appropriation for Emergencies in the Diplomatic and Consular Service; human resources administration; general services operations; information systems support; and overall administrative support. In addition, this division is

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

responsible for ensuring that internal controls are established and implemented and that all other necessary and appropriate efforts are carried out to deter fraud, waste, and abuse of government resources. The Management Division administers the human resources, financial management, information systems, security, general services operations, and overall administrative support for the Office of the Chief of Protocol. The Management Division also provides program support in connection with visits and ceremonial activities, and has administrative oversight of the President's guesthouse, Blair House.

Justification of Request

The Department's FY 2012 request of \$11.395 million for CPR is a \$144,000 increase over the FY 2010 Actual level. The request includes \$144,000 to maintain current services, funds one new position and reflects a decrease for efficiency savings related to supplies and printing.

The Office of the Chief of Protocol requests one new position to help meet the expanding mission challenges and increasing demands on existing staff. This past year Protocol has staffed an unprecedented number of visiting foreign leaders, summits, bilateral meetings and events hosted by the President, Vice President and Secretary of State. The Diplomatic Partnership Division in particular has made great strides in strengthening relationships with the Diplomatic Corps, and requires one additional position to support and expand Protocol's outreach efforts.

The Diplomatic Partnership Division extends the State Department's diplomacy efforts to the members of the Diplomatic Corps, consisting of approximately 180 foreign ambassadors accredited to the United States. This program has fostered open dialogue and closer friendship by providing the Diplomatic Corps greater insight and understanding of the American people, institutions, businesses and communities. The additional position would enable Protocol to reach out to the Diplomatic Corps and ensure their involvement in Joint Meetings and Sessions of Congress, speaker programs, official and ceremonial events hosted by the Secretary or Chief of Protocol, as well as cultural experiences and travel to other parts of America.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	74	2	0	0	76	3,719	7,532	11,251
FY 2011 CR	74	2	0	0	76	3,719	7,532	11,251
FY 2012 Built-in Changes								
Domestic Inflation	0	0	0	0	0	33	0	33
Efficiency Savings	0	0	0	0	0	(82)	0	(82)
Total Built-in Changes	0	0	0	0	0	(49)	0	(49)
FY 2012 Current Services	74	2	0	0	76	3,670	7,532	11,202
FY 2012 Program Changes								
Staffing - Diplomatic Partnerships	1	0	0	0	1	67	126	193
Total Program Changes	1	0	0	0	1	67	126	193
FY 2012 Request	75	2	0	0	77	3,737	7,658	11,395

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

Staff by Program Activity

(positions)

Chief of Protocol	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	57	57	58
Domestic Administrative Support	10	10	10
Policy Formulation	9	9	9
Total	76	76	77

Funds by Program Activity

(\$ in thousands)

Chief of Protocol	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	9,368	9,368	9,480
Domestic Administrative Support	991	991	1,008
Policy Formulation	892	892	907
Total	11,251	11,251	11,395

Program Activities

Chief of Protocol (CPR)	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	58	0	0	58	3,737	5,743	9,480
Domestic Administrative Support	10	0	0	10	0	1,008	1,008
Policy Formulation	9	0	0	9	0	907	907
Total	77	0	0	77	3,737	7,658	11,395

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

Staff by Domestic Organization Unit (positions)

Chief of Protocol	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Administrative Division	8	8	8
Blair House	14	14	14
Ceremonials Division	8	8	8
Chief of Protocol	6	6	6
Diplomatic Partnership Division	4	4	5
Diplomatic and Consular Liaison Division	22	22	22
Visits Division	14	14	14
Total	76	76	77

Funds by Domestic Organization Unit (\$ in thousands)

Chief of Protocol	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Administrative Division	1,611	1,611	1,615
Blair House	1,573	1,573	1,574
Ceremonials Division	1,239	1,239	1,241
Chief of Protocol	930	930	931
Diplomatic Partnership Division	582	582	709
Diplomatic and Consular Liaison Division	3,296	3,296	3,301
Visits Division	2,020	2,020	2,024
Total	11,251	11,251	11,395

D&CP – OFFICE OF THE CHIEF OF PROTOCOL

Funds by Object Class

(\$ in thousands)

Chief of Protocol	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	5,649	5,649	5,743
1200 Personnel Benefits	1,883	1,883	1,915
2100 Travel & Trans of Persons	1,190	1,190	1,234
2300 Rents, Comm & Utilities	595	595	598
2400 Printing & Reproduction	223	223	220
2500 Other Services	1,339	1,339	1,345
2600 Supplies and Materials	335	335	300
3100 Personal Property	37	37	40
Total	11,251	11,251	11,395

D&CP – BUREAU OF LEGISLATIVE AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	77	77	77
Funds	10,802	10,802	10,843

Program Description

The Bureau of Legislative Affairs (H) coordinates legislative activity for the Department of State and advises the Secretary, the deputy secretaries, the under secretaries, and the assistant secretaries on legislative strategy. H facilitates effective communication between Department officials, members of Congress, and their staffs. H works closely with authorization, appropriations, and other oversight committees of the House and Senate, as well as with individual members that have an interest in Department or foreign policy issues. H manages Department testimony before House and Senate hearings, organizes member and staff briefings and facilitates congressional travel overseas for members and staff. H reviews proposed legislation and coordinates the Department's input to Statements of Administration Policy on legislation affecting the Department or the conduct of U.S. foreign policy. H staff advises individual bureaus on legislative outreach strategies and coordinates those strategies with the Secretary's priorities. The Assistant Secretary advises the Secretary of State on legislative matters, directs the Bureau of Legislative Affairs, and acts as the Department's principal liaison to the Congress.

The Secretary of State is the principal Congressional Relations Officer of the Department. H supports the Secretary by ensuring that the Administration's foreign policy priorities are reflected throughout the legislative process. H coordinates the annual testimony provided by the Secretary to congressional committees to explain Department priorities and budget requirements. The Bureau supports the Department's overall mission by seeking passage of relevant foreign policy legislation and appropriations, advice and consent to treaties, and confirmation of the President's departmental and ambassadorial nominees by the Senate. In FY 2012, the Bureau will continue to support U.S. foreign policy objectives by supporting the enactment of all authorizations and appropriations necessary for the conduct of foreign policy.

Justification of Request

The Department's FY 2012 request of \$10.843 million for H includes increases to maintain current services and support new operational requirements. An increase of \$41,000 over the FY 2010 level of activity includes \$37,000 for domestic inflation. The additional program changes of \$68,000 are largely offset by \$64,000 in efficiency savings in accordance with the Administration's efforts to reduce administrative costs. These savings will be realized through the reduction of expenses for travel, printing, and supplies.

D&CP – BUREAU OF LEGISLATIVE AFFAIRS

Operations for Senate Liaison Office: \$28,000

The Bureau opened its Senate Liaison Office (SLO) in December 2009. \$28,000 is requested to continue to support the operational needs of the SLO including utilities, overtime, and other associated costs.

Congressional Support: \$40,000

Realizing the benefits of their expertise, the legislative branch has increasingly requested that H's Legislative Management Officers accompany congressional delegations during site visits and provide other support as needed. This program change will allow the Bureau to fulfill more of these requests.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	63	14	0	0	77	2,895	7,907	10,802
FY 2011 CR	63	14	0	0	77	2,895	7,907	10,802
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(64)	0	(64)
Domestic Price Inflation	0	0	0	0	0	37	0	37
Total Built-in Changes	0	0	0	0	0	(27)	0	(27)
FY 2012 Current Services	63	14	0	0	77	2,868	7,907	10,775
FY 2012 Program Changes								
Congressional Support	0	0	0	0	0	40	0	40
Operations for Senate Liaison Office	0	0	0	0	0	28	0	28
Total Program Changes	0	0	0	0	0	68	0	68
FY 2012 Request	63	14	0	0	77	2,936	7,907	10,843

Staff by Program Activity (positions)

Bureau of Legislative Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Policy Formulation	77	77	77
Department Direction	15	15	15
Legislative Affairs	62	62	62
Total	77	77	77

D&CP – BUREAU OF LEGISLATIVE AFFAIRS

Funds by Program Activity

(\$ in thousands)

Bureau of Legislative Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Policy Formulation	10,802	10,802	10,843
Department Direction	1,778	1,836	1,784
Legislative Affairs	9,024	8,966	9,059
Total	10,802	10,802	10,843

Program Activities

Bureau of Legislative Affairs	Positions			Funds (\$ in thousands)			
	American			Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas	FSN				
Policy Formulation	77	0	0	77	2,936	7,907	10,843
Department Direction	15	0	0	15	440	1,344	1,784
Legislative Affairs	62	0	0	62	2,496	6,563	9,059
Total	77	0	0	77	2,936	7,907	10,843

Staff by Domestic Organization Unit

(positions)

Bureau of Legislative Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary	5	5	5
Deputy Assistant Secretary for House Affairs	6	6	6
Deputy Assistant Secretary for Senate Affairs	7	7	7
Deputy Assistant for Regional, Global and Functional Affairs	26	26	26
Principal Deputy Assistant Secretary	33	33	33
Total	77	77	77

D&CP – BUREAU OF LEGISLATIVE AFFAIRS

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Legislative Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary	756	756	758
Deputy Assistant Secretary for House Affairs	864	864	867
Deputy Assistant Secretary for Senate Affairs	1,080	1,080	1,085
Deputy Assistant for Regional, Global and Functional Affairs	3,997	3,997	4,012
Principal Deputy Assistant Secretary	4,105	4,105	4,121
Total	10,802	10,802	10,843

Funds by Object Class

(\$ in thousands)

Bureau of Legislative Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	6,349	6,349	6,352
1200 Personnel Benefits	1,848	1,848	1,848
2100 Travel & Trans of Persons	289	289	294
2300 Rents, Comm & Utilities	203	203	206
2400 Printing & Reproduction	58	58	59
2500 Other Services	1,447	1,447	1,468
2600 Supplies and Materials	434	434	440
3100 Personal Property	174	174	176
Total	10,802	10,802	10,843

D&CP – BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	195	195	196
Funds	35,803	35,803	35,843

Program Description

The Bureau of Oceans and International Environmental and Scientific Affairs (OES) tackles major global environmental and health challenges that increasingly shape foreign policy. Safeguarding the health of the planet and its people is essential for national prosperity and for global stability. Climate change presents the most complex environmental challenge the world has known; the future depends on the success of forging a coordinated international response. Similarly, solutions to problems such as global health, trans-boundary pollution, and protection of oceans and natural resources require effective international coordination and the integration of diplomatic, scientific, and technical leadership. OES combines diplomatic and negotiating expertise with scientific and technical capabilities and resources, both in-house and leveraged across the U.S. Government, to advance U.S. foreign policy goals.

Successful engagement by OES is vital to achieve a global climate change agreement with realistic solutions and advance the health of women and children. OES plays a vital role in engagement with international networks to prepare for and successfully respond to pandemics; in negotiation of new international rules to address the changing maritime and polar environments and regulate pollutants; and to promote access to water and sanitation.

The OES agenda is broad in scope but technical in its details. Science underpins all of the Bureau's work towards building stronger partnerships, implementing better policies, and addressing global problems. In its work, OES depends on science to inform its initiatives and to ensure that global resources are managed on a sustainable basis. OES uses science as a diplomatic tool to build new partnerships, including in Muslim majority and plurality countries. The federal government draws on the breadth of science resources to engage foreign audiences, particularly youth and women, including through U.S. Science Envoys and bilateral Science and Technology Agreements.

Global Agreement on Deep Green House Gas Emissions Cuts and Addressing Adaptation

The United States has reclaimed its critical leadership role on climate change and will build on progress at Copenhagen and Cancun through negotiations in the United Nations Framework Convention on Climate Change (UNFCCC) and the Major Economies Forum on Energy and Climate (MEF), as well as programmatic cooperation with key developing country partners. OES seeks to realize an international outcome on climate change that includes: formal mitigation commitments from all major economies; implementation and review mechanisms; and a technology transfer mechanism to facilitate the development and dissemination of low-carbon technologies to developing countries. OES is also developing a women-focused climate change leadership program.

D&CP – BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Scientific and Space Cooperation to Sustain Development and Protect National Security

Science plays a critical role in achieving foreign policy goals – by providing data essential for policy decisions, providing solutions for global challenges, and building resilient partnerships. Global Science and Technology (S&T) cooperation provides access for U.S. scientists, amplifies productivity through collaborations with the world's leading scientists and research centers. It strengthens national security by creating linkages with foreign scientists and institutions and providing channels of communication where political relations are delicate. True to the spirit of President Obama's speech in Cairo, the Department is seeking every opportunity to develop new and broader science engagement with Muslim-majority and Muslim plurality countries. Linkages among non-governmental actors – scientists, students, and entrepreneurs – are at the core of the global engagement efforts. OES established the U.S. Science Envoy program and in FY 2010 sent the first three Envoys to 11 countries in North Africa, the Middle East, Europe, and Asia. In FY 2011 three more Envoys will travel to South and Southeast Asia, Africa, and Central Asian/Caucuses. OES will promote the international recognition of women scientists and assist women who possess scientific skills to build stronger networks within their societies.

U.S. Global Health Diplomacy - International Response Capabilities and USG Health Efforts

U.S. leadership has brought progress toward eradicating polio and controlling HIV/AIDS, malaria, and other diseases, but efforts must continue to promote policy initiatives that will strengthen health systems and build international capacity for surveillance, prevention, and response to existing and emerging health threats. In support of the President's Global Health Initiative, OES will lead the diplomatic effort to implement a U.S. Government-wide policy framework for improving health outcomes and strengthening health systems in the poorest regions of the world; to work with the international donor community to improve global response capabilities; and to use public diplomacy assets to expand dissemination of information and best international practices on key public health issues. OES will work to provide better health services for women and children, which will help reduce maternal and child mortality and lead to better health outcomes overall for families and communities.

National Governments and International Organizations Address Water and Sanitation Challenges.

On March 22, 2010, Secretary Clinton announced a renewed commitment to strengthen U.S. efforts to help nearly one billion people who lack access to safe drinking water and 2.6 billion people, almost half the developing world, who lack access to proper sanitation. OES is leading the development and implementation of a federal government-wide strategy that combines assistance with technical agency expertise and works with external partners to increase access to safe drinking water and sanitation in developing countries. Through multilateral organizations such as the World Bank, and 24 separate UN agencies, OES is working to coordinate a comprehensive international global water policy. OES will work with key countries to bolster their capacity to manage shared water resources cooperatively. This strategy will first focus on basins of key strategic interest to the United States. OES water programs leverage the expertise of global and regional institutions to inform decision makers. The primary objective is to advance key U.S. policies and/or support diplomatic processes, secondary outcomes include increased access to safe drinking water and sanitation, improved water resources management, and greater cooperation over shared water resources. OES is also working to ensure that countries adopt sound policies for environmental protection, chemicals management, and sustainable development; to achieve clean and secure oceans and polar regions; and to promote effective governance for the sustainable management of natural resources.

D&CP – BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Performance

The Copenhagen Accord notes that “a low-emission development strategy is indispensable to sustainable development.” Through the Enhancing Capacity for Low Emission Development Strategies (LEDS), part of the Global Climate Change Initiative, the USG will support partner countries’ efforts to develop LEDS, comprehensive long-term strategies identifying key policies required to support robust economic growth while reducing greenhouse gas emissions. National climate plans have been produced in the past in several countries, and where appropriate will be used as a starting point for LEDS efforts. LEDS are intended to be rigorous, and operational, often going into more detail than existing national planning efforts.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY			
Strategic Priority	Environment		
Indicator	Number of work programs established by partner economies leading to completion of 20 Low Emission Development Strategies that contain concrete actions by 2013.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target
TARGETS AND RESULTS			
FY 2012 Target	FY 2012 Target: 20 agreed work programs established for supporting LEDS development; at least 10 draft LEDS developed with USG support; and at least 5 LEDS endorsed in final form by partner economies.		
FY 2011 Target	Engagements or interest statements from 10 partner economies and 7 agreed work programs established for supporting LEDS development. (numbers are cumulative)		
FY 2010 Target	Engagements or interest statements from 7 partner economies.		
FY 2010 Rating and Result	Rating: On Target Engagements or interest statements from 7 partner economies.		
Impact	Achieving the FY 2010 target places OES on track to achieve its FY11 target of establishing 7 agreed work programs for supporting LEDS development.		
FY 2009 Rating and Result	Rating: New Indicator, No Rating New program. Baseline: zero engagements or interest statements from partner economies, zero agreed work programs established for supporting LEDS development.		
FY 2008 Rating and Result	Rating: New Indicator, No Rating N/A		
FY 2007 Rating and Result	Rating: New Indicator, No Rating N/A		
VERIFICATION AND VALIDATION			
Methodology	The Department of State and USAID follow federal regulations and Agency procedures in verifying and validating the accuracy of performance information received. Regular reporting is required. Audits are performed when necessary. Project monitoring provides on-the-ground verification of partner activity and permits both comparison to partner reporting documentation and independent data quality assessments by DOS/USAID personnel.		

D&CP – BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Data Source and Quality	Data for this indicator is provided by DOS/USAID partners, whose data sources vary according to the partners' scope of work, but commonly include, e.g., host government sources, grassroots level facility/site measurements and studies, calculations based on increased efficiencies and implementation of relevant regulations and best practices. Data collection is in beginning stages. Data Quality Assessment will be performed prior to reporting results.
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This is a long-term, contextual indicator for tracking progress in an area that is a high priority for the U.S. Government but shaped in large part by factors beyond the U.S. Government's control. Supporting successful negotiation and implementation of an effective multilateral solution to climate change will likely be a primary focus of U.S. diplomacy and assistance for many years. In the Copenhagen Accord of December 2009, parties that associated with the Accord agreed "that deep cuts in global [greenhouse gas] emissions are required... with a view to reduce global emissions so as to hold the increase in global temperature below 2 degrees Celsius." The Accord also features unprecedented commitments from both developed and key developing countries to achieve specific targets with respect to greenhouse gas (GHG) emissions or closely related indicators. Through this indicator, OES will track further progress in global negotiations and efforts made by key developed and developing countries to fulfill emissions-related commitments made in Copenhagen and subsequent negotiations.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY	
Strategic Priority	Environment
Indicator	Progress in negotiating and implementing an agreement to reduce global greenhouse gas emissions and avoid dangerous human interference with the climate system as demonstrated by key negotiation milestones and status of 2020 action commitments by the major economies.
TARGETS AND RESULTS	
FY 2020 Target	Key developed and developing countries have achieved measurable progress towards meeting the GHG emissions mitigation targets and actions to which they committed in Copenhagen and subsequent negotiations. For example: China "will endeavor to" reduce CO2 emissions per unit of GDP to 40-45% below 2005 levels; India "will endeavor to" a 20-25% reduction from the same baseline; and the EU committed to a 30% reduction in GHG emissions from the 1990 level subject to other developed countries making similar commitments. A full list of targets and actions is available at http://unfccc.int/home/items/5262.php .
FY 2015 Target	A legally binding international agreement is in place and key major economies have begun taking actions to implement it.
FY 2010 Rating and Result	Rating: Long-Term Indicator, No Rating A legally binding international agreement was not reached at Copenhagen. However, for the first time key developing countries such as China, India, Brazil, South Africa, and Indonesia joined developed nations in committing, through the Copenhagen Accord, to specific GHG emissions mitigation targets (see FY 2020 targets).
Impact	The realization of the targets and actions submitted by countries in Copenhagen and subsequent negotiations will result in a significant deviation from the global business-as-usual emissions pathway. A November 2010 UNEP estimated that full implementation of targets and actions announced following the 2009 Copenhagen conference would result in a 5-13% deviation by 2020.
FY 2009 Rating and Result	Rating: New Indicator, No Rating N/A
FY 2008 Rating and Result	Rating: New Indicator, No Rating N/A
FY 2007 Rating and Result	Rating: New Indicator, No Rating N/A

D&CP – BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

VERIFICATION AND VALIDATION	
Methodology	The Department of State and USAID follow federal regulations and Agency procedures in verifying and validating the accuracy of performance information received. The ability to accurately measure and verify greenhouse gas emissions and reductions is still being developed in many countries, and much capacity building is needed globally to improve that ability.
Data Source and Quality	Data for this indicator will be collected from many sources, including international agencies such as the UN Framework Convention on Climate change (UNFCCC) secretariat and the Intergovernmental Panel on Climate Change (IPCC). As noted above, data quality assessment has revealed significant data limitations that will need to be overcome.

Note: This long-term, contextual indicator is not included in the annual performance rating and other summary charts featured in the Performance Overview and Analysis section since it has no annual performance rating.

Justification of Request

The Department's FY 2012 request of \$35.843 million and 196 positions for the Bureau of Oceans and International Environment and Scientific Affairs includes built-in current services adjustments that total a net decrease of \$153,000 below the FY 2010 level of activity, which includes a decrease of \$344,000 for efficiency savings in travel and transportation of persons and an increase of \$191,000 for domestic inflation.

Environmental, Scientific, and Technology Affairs: \$193,000 including 1 Position

OES requests funding for one Civil Service position to support the mercury and Montreal Protocol international efforts. It will focus on key negotiations aimed at addressing important global environmental threats. This position will support negotiations recently launched by the Obama Administration to achieve reductions of mercury emissions on a global basis to reduce exposure and lower the mercury content in fish, a particular concern for maternal and child health. Also, the position will support ongoing negotiations under the Montreal Protocol on Substances that Deplete the Ozone layer to maximize the climate benefits of this global agreement, under which the United States has come forward in recent years with several major proposals aimed at climate system protection.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	156	39	0	0	195	15,698	20,105	35,803
FY 2011 CR	156	39	0	0	195	15,698	20,105	35,803
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(344)	0	(344)
Domestic Inflation	0	0	0	0	0	191	0	191
Total Built-in Changes	0	0	0	0	0	(153)	0	(153)
FY 2012 Current Services	156	39	0	0	195	15,545	20,105	35,650
FY 2012 Program Changes								
Mercury and Montreal Protocol	1	0	0	0	1	67	126	193

**D&CP – BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS**

Total Program Changes	1	0	0	0	1	67	126	193
FY 2012 Request	157	39	0	0	196	15,612	20,231	35,843

Staff by Program Activity
(positions)

Bureau of Oceans and International Environment and Scientific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	171	156	157
Bureau Direction	16	37	37
Environmental, Scientific and Technological Affairs	155	119	120
Domestic Administrative Support	20	19	19
Domestic Administrative Management	20	19	19
Information Resource Management	4	3	3
Corporate Information Systems and Services	4	3	3
Policy Formulation	0	15	15
Bureau Direction	0	15	15
Public Diplomacy	0	2	2
Public Diplomacy - Program Costs	0	2	2
Total	195	195	196

**D&CP – BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS**

Funds by Program Activity
(\$ in thousands)

Bureau of Oceans and International Environment and Scientific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	26,002	26,258	25,398
Bureau Direction	2,336	2,336	2,336
Environmental, Scientific and Technological Affairs	23,666	23,922	23,062
Domestic Administrative Support	4,200	4,041	3,941
Domestic Administrative Management	4,200	4,041	3,941
Information Resource Management	2,061	1,964	1,964
Corporate Information Systems and Services	2,061	1,964	1,964
Policy Formulation	2,083	2,083	3,109
Bureau Direction	2,083	2,083	3,109
Public Diplomacy	1,457	1,457	1,431
Public Diplomacy - Program Costs	1,457	1,457	1,431
Total	35,803	35,803	35,843

**D&CP – BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS**

Program Activities

Bureau of Oceans and International Environment and Scientific Affairs	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Conduct of Diplomatic Relations	157	0	0	157	3,793	13,177	16,970
Bureau Direction	37	0	0	37	0	0	0
Environmental, Scientific and Technological Affairs	120	0	0	120	3,793	13,177	16,970
Domestic Administrative Support	19	0	0	19	690	3,251	3,941
Domestic Administrative Management	19	0	0	19	690	3,251	3,941
Information Resource Management	3	0	0	3	1,513	451	1,964
Corporate Information Systems and Services	3	0	0	3	1,513	451	1,964
Policy Formulation	15	0	0	15	8,428	3,109	11,537
Bureau Direction	15	0	0	15	0	3,109	3,109
Environmental, Scientific and Technological Affairs	0	0	0	0	8,428	0	8,428
Public Diplomacy	2	0	0	2	1,188	243	1,431
Public Diplomacy - Program Costs	2	0	0	2	1,188	243	1,431
Total	196	0	0	196	15,612	20,231	35,843

**D&CP – BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS**

Staff by Domestic Organization Unit
(positions)

Bureau of Oceans and International Environment and Scientific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Dep Asst Secretary for Environment	39	3	3
Dep Asst Secretary for Health and Science	16	5	23
Dep Asst Secretary for Oceans and Fisheries	2	2	2
Deputy Assistant Secretary for Science, Technology and Health	0	4	2
Office of Ecology and Terrestrial Conservation	18	23	22
Office of Environmental Policy	21	30	21
Office of Global Change	16	19	18
Office of Marine Conservation	15	21	18
Office of Oceans Affairs	22	28	24
Office of Policy Coordination and Initiatives	19	26	22
Office of the Assistant Secretary	18	20	20
Space and Advanced Technology	9	14	21
Total	195	195	196

Funds by Domestic Organization Unit
(\$ in thousands)

Bureau of Oceans and International Environment and Scientific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Dep Asst Secretary for Environment	2,287	2,291	2,256
Dep Asst Secretary for Health and Science	3,089	2,946	2,255
Dep Asst Secretary for Oceans and Fisheries	575	696	696
Deputy Assistant Secretary for Science, Technology and Health	450	450	350
Office of Ecology and Terrestrial Conservation	3,934	3,409	3,316
Office of Environmental Policy	3,610	4,186	3,560
Office of Global Change	5,658	7,058	7,378
Office of Marine Conservation	3,944	3,264	3,222
Office of Oceans Affairs	3,658	3,655	3,440
Office of Policy Coordination and Initiatives	3,516	3,513	3,731
Office of the Assistant Secretary	3,218	2,645	3,645
Space and Advanced Technology	1,864	1,690	1,994
Total	35,803	35,803	35,843

**D&CP – BUREAU OF OCEANS AND INTERNATIONAL
ENVIRONMENTAL AND SCIENTIFIC AFFAIRS**

Funds by Object Class
(\$ in thousands)

Bureau of Oceans and International Environment and Scientific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	14,474	16,148	15,944
1200 Personnel Benefits	6,070	4,689	5,019
2100 Travel & Trans of Persons	4,809	5,807	5,007
2300 Rents, Comm & Utilities	603	638	638
2400 Printing & Reproduction	270	200	275
2500 Other Services	9,342	8,086	8,725
2600 Supplies and Materials	235	235	235
Total	35,803	35,803	35,843

D&CP – OFFICE OF THE LEGAL ADVISER

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	270	270	270
Funds	40,489	40,489	40,645

Program Description

The Office of the Legal Adviser (L) advises and represents the Department on all international and domestic legal issues arising in connection with U.S. foreign policy and the work of the Department. L provides critical support for U.S. Government foreign policies – in particular, key initiatives in Iraq and Afghanistan, as well as initiatives to achieve democratic Israeli and Palestinian states living in peace. The Office helps to ameliorate and resolve political and humanitarian crises around the globe and is a key component of efforts to fight international terrorism and other threats to U.S. security. L is instrumental in other important areas of work of the Department, including nonproliferation, human rights, the environment, law enforcement, and the rule of law. L is also an essential partner in supporting the Department's management by providing legal advice on a wide range of matters: the expenditure of assistance and operating funds; the provision of consular services; passport and visa operations and border security; buildings and acquisitions; Department authorities; U.S. diplomatic and consular operations abroad; personnel systems for employees, including the Foreign Service and Civil Service; security of personnel and information technology; privileges and immunities; regulations and directives; domestic and foreign litigation; ethics and financial disclosure; and information law. L manages the U.S. Treaty Program and is responsible for defending and representing the United States before international bodies, such as arbitrations under the North American Free Trade Agreement and cases before the International Court of Justice.

L's overarching priorities include:

- Providing timely, first-rate legal services on all legal issues, domestic and international, arising in the course of the Department's work. This includes focusing on key foreign policy objectives, as well as the pursuit of managerial and organizational excellence overall.
- Developing, conducting and managing the Treaty Program, extraditions, private international law, representing and defending the United States before international legal bodies, claims, and other programs for which L has lead responsibility so as to meet the highest standards of program management and best serve the foreign policy, security, and public interests of the United States.
- Promoting the development of international law and its institutions as a fundamental element of U.S. foreign policy and advancing the rule of law. The United States relies on international law as a means to secure a peaceful world. The rule of law will remain an essential component of U.S. foreign policy initiatives.

Specific priority areas for FY 2012 will include:

- Developing and advocating for U.S. legal and legal policy positions, and presenting them to domestic and international audiences in order to advance U.S. interests.

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- Continuing to perform a critical role in preventing and resolving humanitarian and political crises and conflicts.
- Supporting achievement of the Department’s consular and managerial goals.
- Promoting global stability through robust counterterrorism initiatives, international law enforcement, and nonproliferation of weapons of mass destruction.
- Developing and defending an effective domestic and international legal framework to promote a healthy global economy and environment.
- Advocating for U.S. interests in domestic and international legal fora.

In support of international law priorities, L engages in a variety of activities including extraditions. The number of extradition and provisional arrest requests made by the Office of the Legal Adviser directly support the Department’s Strategic Plan and in particular, the goal of Achieving Peace and Security. These extraditions materially support the development and maintenance of effective mutual legal assistance relationships with other countries and international organizations which counter transnational crime. In addition to aiding ongoing relationships with national and international criminal and law enforcement agencies, the extradition and arrests program is a sound measure of the effectiveness of legal advice and services that advance the strategic goals of the Department of State and the United States.

Justification of Request

The Department’s FY 2012 request of \$40.645 million for L, a \$156,000 increase over the FY 2010 Actual level, includes an increase for domestic inflation and a decrease for efficiency savings.

This \$304,000 efficiency savings reduction will be realized in travel of personnel and transportation of materials; printing; and supplies as a unique opportunity to capitalize on the Secretary of State’s Greening Diplomacy Initiative and thereby develop and implement policies and initiatives that will reduce the State Department’s environmental footprint and cut costs. In terms of travel, L will further promote the use of Digital Video Conferencing (DVC), telephone conferencing, web conferencing/communications, and enhanced interagency travel coordination thereby reducing unnecessary and duplicative travel. Further savings will be realized by extensive use of double sided printing and limiting unnecessary paper when suitable electronic means are available. In addition, L will continue to explore ways of leveraging the use of GSA’s Federal Strategic Sourcing Initiative (FSSI) program for office supplies and thereby realizing efficiency savings through economies of scale.

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Resource Summary

	Positions				Funds (\$ in thousands)			
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2010 Actual	269	1	0	0	270	13,871	26,618	40,489
FY 2011 CR	269	1	0	0	270	13,871	26,618	40,489
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(304)	0	(304)
Domestic Inflation	0	0	0	0	0	460	0	460
Total Built-in Changes	0	0	0	0	0	156	0	156
FY 2012 Current Services	269	1	0	0	270	14,027	26,618	40,645
FY 2012 Request	269	1	0	0	270	14,027	26,618	40,645

Staff by Program Activity (positions)

Office of the Legal Adviser	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	239	239	239
Legal Affairs	239	239	239
Domestic Administrative Support	12	12	12
Domestic Administrative Management	7	7	7
Domestic Financial Services	2	2	2
Domestic Personnel Services	3	3	3
Information Resource Management	1	1	1
Office Automation	1	1	1
Policy Formulation	18	18	18
Bureau Direction	18	18	18
Total	270	270	270

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Funds by Program Activity (\$ in thousands)

Office of the Legal Adviser	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	35,613	35,613	36,069
Legal Affairs	35,613	35,613	36,069
Domestic Administrative Support	2,828	2,828	2,528
Domestic Administrative Management	2,179	2,179	1,879
Domestic Financial Services	265	265	265
Domestic Personnel Services	384	384	384
Information Resource Management	1,374	1,374	1,374
Office Automation	1,374	1,374	1,374
Policy Formulation	674	674	674
Bureau Direction	674	674	674
Total	40,489	40,489	40,645

Program Activities

Office of the Legal Adviser (L)	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	239	0	0	239	11,378	24,691	36,069
Legal Affairs	239	0	0	239	11,378	24,691	36,069
Domestic Administrative Support	12	0	0	12	1,080	1,448	2,528
Domestic Administrative Management	7	0	0	7	1,028	851	1,879
Domestic Financial Services	2	0	0	2	21	244	265
Domestic Personnel Services	3	0	0	3	31	353	384
Information Resource Management	1	0	0	1	1,250	124	1,374
Office Automation	1	0	0	1	1,250	124	1,374
Policy Formulation	18	0	0	18	319	355	674
Bureau Direction	18	0	0	18	319	355	674
Total	270	0	0	270	14,027	26,618	40,645

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Staff by Domestic Organization Unit (positions)

Office of the Legal Adviser	FY 2010 Actual	FY 2011 CR	FY 2012 Request
African and Near Eastern Affairs	4	4	4
Buildings and Acquisitions	7	7	7
Consular Affairs	15	15	15
Deputy Legal Advisers	14	14	14
Diplomatic Law and Litigation	9	9	9
East and South Asian Affairs	5	5	5
Economic and Business Affairs	10	10	10
Employment Law	24	24	24
European Affairs	3	3	3
Executive Director	14	14	14
Human Rights and Refugees	12	12	12
International Claims and Investment Disputes	41	41	41
Law Enforcement and Intelligence	15	15	15
Legal Adviser	4	4	4
Legislation and Foreign Assistance	6	6	6
Management	13	13	13
Non Proliferation and Verification	12	12	12
Oceans, International Environmental & Scientific Affairs	11	11	11
Political-Military Affairs	12	12	12
Private International Law	5	5	5
Public Diplomacy and Public Affairs	7	7	7
Treaty Affairs	16	16	16
United Nations Affairs	6	6	6
Western Hemisphere Affairs	5	5	5
Total	270	270	270

D&CP – OFFICE OF THE LEGAL ADVISER

Funds by Domestic Organization Unit (\$ in thousands)

Office of the Legal Adviser	FY 2010 Actual	FY 2011 CR	FY 2012 Request
African and Near Eastern Affairs	503	503	503
Buildings and Acquisitions	880	880	880
Consular Affairs	1,995	1,995	1,995
Deputy Legal Advisers	1,762	1,762	1,762
Diplomatic Law and Litigation	1,132	1,132	1,132
East and South Asian Affairs	629	629	629
Economic and Business Affairs	1,258	1,258	1,258
Employment Law	3,021	3,021	3,021
European Affairs	377	377	377
Executive Director	2,058	2,058	2,214
Human Rights and Refugees	1,510	1,510	1,510
International Claims and Investment Disputes	10,626	10,626	10,626
Law Enforcement and Intelligence	1,762	1,762	1,762
Legal Adviser	503	503	503
Legislation and Foreign Assistance	754	754	754
Management	1,743	1,743	1,743
Non Proliferation and Verification	1,510	1,510	1,510
Oceans, International Environmental & Scientific Affairs	1,025	1,025	1,025
Political-Military Affairs	2,017	2,017	2,017
Private International Law	1,133	1,133	1,133
Public Diplomacy and Public Affairs	880	880	880
Treaty Affairs	2,014	2,014	2,014
United Nations Affairs	755	755	755
Western Hemisphere Affairs	642	642	642
Total	40,489	40,489	40,645

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Funds by Object Class (\$ in thousands)

Office of the Legal Adviser	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	20,232	20,232	20,232
1200 Personnel Benefits	6,929	6,929	6,929
2100 Travel & Trans of Persons	337	337	200
2300 Rents, Comm & Utilities	613	613	613
2400 Printing & Reproduction	171	171	68
2500 Other Services	7,694	7,694	8,141
2600 Supplies and Materials	121	121	21
3100 Personal Property	59	59	108
4100 Grants, Subsidies & Contrb	4,333	4,333	4,333
Total	40,489	40,489	40,645

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D&CP – BUREAU OF ECONOMIC, ENERGY, AND BUSINESS AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	213	213	215
Funds	31,001	31,001	31,302

Program Description

The mission of the Bureau of Economic, Energy, and Business Affairs (EEB) is to further economic security and prosperity, both at home and abroad. By working to open markets and break down barriers to global economic engagement, EEB seeks to promote the prosperity that economic freedom brings, both for the U.S. and other nations.

EEB's work lies at the critical nexus of economic prosperity and national security; advancing progress in one contributes to progress in the other. In the post-9/11 world, EEB recognizes that threats to national security emanate from countries that are marginalized from the global economy.

EEB pursues expanded market opportunities in trade, investment, transportation, and information and communications technology. In concert with other agencies, EEB promotes economic development worldwide by encouraging pro-growth economic policies, stable financial systems, and sustainable agricultural production. To advance energy security, EEB cooperates with other nations to diversify U.S. energy supplies, develop alternative, low-carbon technologies, and promote efficient energy usage. At the same time, EEB acts to secure vital transportation and communications infrastructure. EEB also leads in the fight against bribery and corruption, and works aggressively to crack down on the illicit financial flows that aid terrorists and criminal organizations. EEB assists U.S. exporters and American businesses that seek market opportunities abroad.

In all of these efforts, EEB relies on the substantive and technical expertise of talented Foreign and Civil Service staff, as well as on extensive engagement within the Department, with other agencies and governments, in the multilateral arena, and with the private sector. Notably, EEB has been a leading player in U.S. Government's efforts to shape the international economic architecture of the future through outreach to the key emerging economies that are increasingly influential in the world economy, nations such as China, India, and Brazil. EEB has also played leading roles in shaping USG strategy in the G-8 and G-20, in the Asia Pacific Economic Cooperation (APEC) forum, as well as in such established international institutions as the International Monetary Fund (IMF), World Bank, World Trade Organization (WTO), Organization for Economic Cooperation and Development (OECD), and the United Nations (UN). EEB has been at the forefront of the effort to develop a comprehensive U.S.-led strategy for ending global hunger, and for gaining support for the U.S. approach among partner nations. EEB has used innovative technologies to get the Department's and the Bureau's message out to relevant audiences, both at home and overseas.

The Quadrennial Diplomacy and Development Review (QDDR) reaffirmed the Department's resolve that solving foreign policy problems today requires us to think regionally and globally, to see the intersections and connections linking nations and regions and interests, and to bring countries and peoples together. Along these lines, QDDR also recognizes that economic, energy, and environmental issues are not only ever more important in international affairs but that these issues are becoming increasingly

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interconnected. With economic growth identified as a critical administration priority, QDDR calls for elevating economic diplomacy as an essential element of U.S. foreign policy.

To make the Department’s work on transnational issues more effective, QDDR proposes a series of organizational changes. Those changes related to EEB include expanding the portfolio of a newly designated Under Secretary for Economic Growth, Energy, and Environment; establishing a new Bureau for Energy Resources to unite diplomatic and programmatic efforts on oil, natural gas, coal, electricity, renewable energy, energy governance, strategic resources, and energy poverty; and expanding Department’s role on geo-economic issues. These proposals underscore the critical role that EEB places in U.S. economic diplomacy. While these proposals are currently under review and are not specifically highlighted in this budget request, if implemented, the described changes will be funded from existing Departmental resources.

Performance

This indicator serves as an index of the quality of economic governance in developing countries and thus provides an indirect measure of the degree of economic opportunity present in such countries.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Economic Opportunity					
Indicator	Median number of days required to start a business in countries that are not members of the Organization for Economic Co-operation and Development; median cost of starting a business as a percentage of per capita income in those countries.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	26 days, 20% [Baseline]	22 days; 18.5%	25 days; 19 percent	24 days; 18 percent	23 days; 17 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▲ Above Target			
Reason for Exceeding Target	Embassy officers actively engaged host country officials to emphasize the importance of improving domestic economic regimes as a means to fostering economic growth.					
Impact	Economic opportunity is a core strategic priority. The ability to open new businesses and promote economic growth demonstrates both the strength and diversity of economies.					
Methodology	Bureau of Economic, Energy & Business Affairs (EEB) has confidence in the World Bank's research quality and methodology but has no independent means of verification of its results					
Data Source and Quality	http://www.doingbusiness.org/data/exploretopics/starting-a-business The Data Quality Assessment revealed no significant data limitations.					

Countries unable to meet their external financial obligations and seeking debt restructuring agreements at the Paris Club are required to pursue reform programs supported and/or monitored by the International Monetary Fund (IMF). Successful implementation of such reform programs is an important element of the restoration of financial stability for such countries.

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STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Macroeconomic Foundation for Growth					
Indicator	Financial Stability Improvement Ratio - Percentage of countries with active debt relief agreements with Paris Club creditors that have an active International Monetary Fund program or have successfully completed it, and do not have protracted arrears to international creditors.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
84 percent [Baseline]	87 percent ▲ Above Target	85 percent ▲ Above Target	88 percent ▲ Above Target	80 percent	85 percent	85 percent
Reason for Exceeding Target	Indicator is moderately above target and is in line with recent performance.					
Impact	Countries unable to meet their external financial obligations and which request debt restructuring at the Paris Club are required to implement reform programs supported or monitored by the IMF. Successful implementation of such reform programs is an important element in the restoration of financial stability for such countries.					
Methodology	Data are obtained directly from participating Department or other USG officials and from the IMF itself.					
Data Source and Quality	Department officials participating in Paris Club negotiations provided information on the number of countries seeking debt relief from the Paris Club. The IMF Executive Board provided information on the successful conclusion of IMF reform programs. The Data Quality Assessment revealed no significant data limitations.					

The World Bank Institute's Regulatory Quality Estimate, one of six World Governance Indicators, serves as a measure of the quality of economic governance and conditions facing private sector businesses. It thus serves as a proxy for the favorability of the business environment for the private sector.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Private Sector Competitiveness					
Indicator	Median World Bank Regulatory Quality Estimate for developing countries (range -2.5 to +2.5).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
-0.29	-0.36	-0.36	Data expected late-2011	-0.30	-0.29	-0.28
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	Data Not Yet Available, No Rating			
Impact	FY 2010 results not yet available to determine impact.					
Methodology	This indicator reports median World Bank Institute Regulatory Quality Estimate ratings for all non-OECD countries. World Governance Indicators combine the views of enterprise, citizen, and expert survey respondents in industrial and developing countries. The data underlying the aggregate indicators are drawn from a variety of survey institutes, think tanks, NGOs, and international organizations.					

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Data Source and Quality	World Bank Institute: http://info.worldbank.org/governance/wgi/index.asp . The Department has no independent means of verifying the data or methodology used in compiling data from external sources. EEB's internal Data Quality Assessment revealed minor data limitations: the Department is currently working to close gaps in documenting data collection, cleaning, analysis, and reporting procedures."
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This indicator provides a measure of the availability of non-oil energy sources on world markets.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Energy Security					
Indicator	Percentage of world energy supplies from non-oil sources.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
64.2 percent	64.7 percent	65.4 percent [Baseline]	65.4 percent	65.6 percent	65.4 percent	65.8 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve						
Impact	Growing availability and use of non-oil energy sources reduces U.S. and world reliance on oil. Given 2010 results, momentum seems on track to shift U.S. and world dependence away from oil to other energy sources.					
Methodology	Data source and methodology: U.S. Department of Energy, Energy Information Administration, World Energy Projections Plus, May 2009 (http://www.eia.doe.gov/oiaf/ieo/world.html)					
Data Source and Quality	US Department of Energy - Energy Information Administration projections. The Data Quality Assessment revealed no significant data limitations. FY 2010 result variance from target was within the margin of error.					

This indicator measures both the number of jurisdictions allowing the commercial use of agricultural biotechnology and the quantitative impact of such decisions, thus serving as a yardstick for market access to biotech.

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STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Agriculture					
Indicator	Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
2 countries; 12 percent	2 countries; 9.4 percent	0 countries; 7 percent	Data expected Mar 2011	1 country; 12 percent	1 country; 5 percent	1 country; 5 percent
New Indicator, No Rating	◁▷ Improved But Not Met	▼ Below Target	Data Not Yet Available, No Rating			
Impact	From 2002 – 2010, biotech cotton has generated economic benefits for farmers valued at over \$5.1 billion, halved insecticide requirements, contributed to the doubling of yield and transformed India from a cotton importer to a major exporter. Kenya passed a biosafety law in 2009 permitting field trials for important local crops: cassava, maize, sweet potato, sorghum and cotton.					
Methodology	The Department has used information provided by the International Service for the Acquisition of Agri-Biotech Applications (ISAAA) for several years and has confidence in the validity and accuracy of its reports but has no independent means of verifying the data.					
Data Source and Quality	International Service for the Acquisition of Agri-Biotech Applications (ISAAA). http://www.isaaa.org/inbrief/default.asp The Data Quality Assessment revealed no significant data limitations. Expected data availability: March 2011.					

Justification of Request

The Department’s FY 2012 request of \$31.302 million maintains current services and support of key initiatives. The request reflects a net reduction of \$86,000 in support of the President’s Administrative Efficiency Plan, and an increase of \$387,000 to support two new positions compared to the FY 2010 enacted level of \$31.001 million and 213 positions for the program.

The requested increase will fund the following positions and program:

Two new positions will support implementation of the Comprehensive Iran Sanctions, Accountability, and Divestment Act. The Act expanded requirements of the Iran Sanctions Act (ISA) from tracking sanctionable activity by foreign countries in Iran’s energy sector to encompass a significantly greater universe of sanctionable activity and increased the responsibilities of the Office of Terrorism Finance and Economic Sanctions Policy (EEB/ESC/TFS).

D&CP – BUREAU OF ECONOMIC, ENERGY, AND BUSINESS AFFAIRS

Resource Summary

	Positions				Funds (\$ in thousands)			
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2010 Actual	123	90	0	0	213	7,950	23,051	31,001
FY 2011 CR	123	90	0	0	213	7,950	23,051	31,001
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(175)	0	(175)
Domestic Inflation	0	0	0	0	0	89	0	89
Total Built-in Changes	0	0	0	0	0	(86)	0	(86)
FY 2012 Current Services	123	90	0	0	213	7,864	23,051	30,915
FY 2012 Program Changes								
Iran Sanctions (ESC/TFS)	1	1	0	0	2	134	253	387
Total Program Changes	1	1	0	0	2	134	253	387
FY 2012 Request	124	91	0	0	215	7,998	23,304	31,302

Staff by Program Activity

(positions)

Bureau of Economic, Energy, and Business Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	174	174	174
Counter-Terrorism Programs	13	13	15
Domestic Administrative Support	11	11	11
Information Resource Management	2	2	2
Infrastructure Systems	2	0	0
Policy Formulation	9	9	9
Public Diplomacy - Program Costs	5	0	0
Public Diplomacy	4	4	4
Total	213	213	215

D&CP – BUREAU OF ECONOMIC, ENERGY, AND BUSINESS AFFAIRS

Funds by Program Activity

(\$ in thousands)

Bureau of Economic, Energy, and Business Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	25,480	25,715	26,263
Economic/Trade Affairs	0	0	6,915
Counter-Terrorism Programs	1,540	295	123
Economic/Trade Affairs	0	0	123
Domestic Administrative Support	1,494	1,557	1,352
Information Resource Management	325	326	409
Policy Formulation	1,576	2,522	2,574
Public Diplomacy	586	586	581
Total	31,001	31,001	31,302

Program Activities

Bureau of Economic, Energy, and Business Affairs	Positions				Funds (\$ in thousands)		
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	174	0	0	174	6,915	19,348	26,263
Economic/Trade Affairs	0	0	0	0	6,915	0	6,915
Counter-Terrorism Programs	15	0	0	15	123	0	123
Economic/Trade Affairs	0	0	0	0	123	0	123
Domestic Administrative Support	11	0	0	11	204	1,148	1,352
Information Resource Management	2	0	0	2	157	252	409
Policy Formulation	9	0	0	9	383	2,191	2,574
Public Diplomacy	4	0	0	4	216	365	581
Total	215	0	0	215	7,998	23,304	31,302

D&CP – BUREAU OF ECONOMIC, ENERGY, AND BUSINESS AFFAIRS

Staff by Domestic Organization Unit (positions)

Bureau of Economic, Energy, and Business Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Caspian Basin Energy Diplomacy	8	8	8
Coordinator for Business Affairs	9	9	9
Deputy Assistant Secretary for Energy, Sanctions, & Commodities	28	28	31
Deputy Assistant Secretary for International Communications & Info Policy	26	27	27
Deputy Assistant Secretary for International Finance and Development	36	36	36
Deputy Assistant Secretary for Trade Policy and Programs	46	46	46
Deputy Assistant Secretary for Transportation Affairs	14	14	14
Office of the Assistant Secretary	30	29	28
Policy Analysis and Public Diplomacy	16	16	16
Total	213	213	215

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Economic, Energy, and Business Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Caspian Basin Energy Diplomacy	950	856	735
Coordinator for Business Affairs	1,817	1,975	1,985
Deputy Assistant Secretary for Energy, Sanctions, & Commodities	4,140	4,592	4,455
Deputy Assistant Secretary for International Communications & Info Policy	4,046	5,363	5,389
Deputy Assistant Secretary for International Finance and Development	4,440	4,644	5,137
Deputy Assistant Secretary for Trade Policy and Programs	7,699	7,007	7,158
Deputy Assistant Secretary for Transportation Affairs	2,919	1,594	1,614
Office of the Assistant Secretary	3,613	3,735	3,599
Policy Analysis and Public Diplomacy	1,377	1,235	1,230
Total	31,001	31,001	31,302

D&CP – BUREAU OF ECONOMIC, ENERGY, AND BUSINESS AFFAIRS

Funds by Object Class

(\$ in thousands)

Bureau of Economic, Energy, and Business Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	18,948	18,933	18,887
1200 Personnel Benefits	4,762	4,748	5,047
2100 Travel & Trans of Persons	2,705	2,695	3,253
2200 Transportation of Things	18	16	16
2300 Rents, Comm & Utilities	912	826	770
2400 Printing & Reproduction	83	53	51
2500 Other Services	2,320	2,774	2,320
2600 Supplies and Materials	762	549	554
3100 Personal Property	491	407	404
Total	31,001	31,001	31,302

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D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Resource Summary (\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	336	337	339
Funds	64,183	64,183	73,065

Program Description

The Bureau of Intelligence and Research (INR) is a member of the U.S. Intelligence Community. INR provides all-source intelligence support to the Secretary of State and other State Department policymakers, including ambassadors, special negotiators, country directors, and desk officers. The INR Assistant Secretary is responsible for intelligence analysis, and coordination of intelligence activities in support of diplomacy.

The Secretary's global agenda determines INR's priorities. INR civil service and foreign service officers analyze information from all sources. From piracy off the Somali coast and nuclear proliferation in Iran and North Korea, to narco-violence in Mexico, new cyber threats, and infectious diseases – INR provides policymakers with up-to-the-minute information on fast breaking events and analyzes longer trends and emerging issues.

INR ensures that intelligence informs wise foreign policy decisions and that intelligence activities support America's foreign policy objectives. Its ability to carry out that mission rests on three pillars:

All-Source Analysis: Through timely, tailored analytic assessments, briefings, maps, opinion research, and other work, INR provides diplomats with intelligence and analysis that informs their thinking and decisions.

Intelligence Policy and Coordination: The Bureau injects the Department's perspective into the collection of intelligence and intelligence-related activities to ensure they support U.S. foreign policy and reflect the Department's needs.

Analytic Outreach: INR is the Executive Agent for Analytic Outreach for the Intelligence Community (IC). Its program of workshops, seminars, and studies infuses into INR analysis and policymaker calculus the perspectives of outside experts from the private sector, academia, and non-governmental organizations on the most challenging foreign policy and intelligence issues of the day.

INR is the Department's principal liaison with the Office of the Director of National Intelligence (ODNI). Since the creation of the ODNI, there have been many changes in the IC – more attention to customer needs, new standards for information sharing, and initiatives regarding cyber security, insider threat detection, and analytic collaboration and standards. INR participates in a wide variety of working groups and committees, and INR analysts participate in the drafting of IC assessments and analyses, including the President's Daily Briefing.

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Priorities in FY 2012 include:

- Track and analyze issues that may undermine efforts to promote peace and security such as terrorism, the spread of WMD, and trafficking in humans and illicit drugs;
- Provide all-source analyses and assessments that examine trends in governance, democracy, and human rights and assess domestic policies and leadership performance in countries of interest;
- Support cyber-space activities within the Department of State;
- Serve as the Executive Agent of the Director of National Intelligence to promote, facilitate, and implement outreach to non-U.S. Government experts to inform the IC's analytic work;
- Play a key role in the IC to optimize intelligence collection and requirements so that current and future diplomatic information needs are met, resulting in enhanced intelligence support for policymakers;
- Serve as a leader in the U.S. Government for foreign public opinion research to inform the U.S. Government's public diplomacy initiatives;
- Increase collaboration and information sharing on humanitarian issues and complex emergencies worldwide through the interagency Humanitarian Information Unit;
- Strengthen analytic tradecraft to produce more cogent, rigorous and accurate assessments;
- Create and maintain a diverse and agile workforce through recruitment, training, and professional development in support of the national security mission;
- Enhance protection of sensitive compartmented information whether it resides on paper or in electronic media;
- Enhance enterprise audit and insider threat detection capabilities; and
- Enhance information sharing, operational effectiveness and decision making via e-Intel which provides Top Secret information to cleared policy makers at their desktops.

Justification of Request

The Department's FY 2012 request of \$73.065 million for the Bureau of Intelligence and Research includes an increase of \$386,000 to maintain current services, a decrease of \$388,000 in efficiency savings, and an increase of \$8.884 million in program changes, compared to the FY 2010 level of \$64.183 million.

Foreign Public Opinion Surveys and Media Analysis: \$193,000 including 1 position

Helping to root out terrorism and create a viable government in Afghanistan is one of the U.S. Government's top foreign policy and national security priorities. This civil servant position will commission additional public opinion polls and provide additional analyses of public opinion in Afghanistan to U.S. officials. Currently, INR has one employee dedicating less than half of their time to public opinion research and analysis in Afghanistan. It is critical that U.S. policy makers have the most useful, accurate and updated information available to make informed policy decisions about a top priority, geostrategic country battling insurgents and extremists with U.S. assistance.

Counterterrorism Support: \$141,000 including 1 position

This civilian position will be INR's counterterrorism (CT) analytic tradecraft referent specifically responsible for developing, refining and applying specific analytic tradecraft and methodological expertise to enhance CT analysis and to promote best practices. These resources are required to implement the President's direction to "take further steps to enhance the rigor and raise the standard of tradecraft of intelligence analysis, especially analysis designed to uncover and prevent terrorist plots."

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Enterprise Audit and Insider Threat Detection: \$3.55 million

These resources will be used to establish counterintelligence analysis capability to detect and analyze anomalous behavior in support of the insider threat program. The funds will be used to provide hardware and software to support initial audit generation, collection, and monitoring capabilities for a limited set of critical intelligence information; hardware to support audit sharing capability on a selected set of information resources; limited audit data storage capability; limited automation of insider threat data feeds into a core analytical application to proactively identify insider threats; and an insider threat computer-based training program.

Countering Violent Extremism Program: \$5 million

INR will use these resources to oversee and fund a program evaluation of government-wide Countering Violent Extremism (CVE) programs. INR will award a contract for this study to a non-governmental, research-oriented organization that will identify and use private sector marketing expertise on research methodologies. The program evaluation will start with a pilot study in at least one country over the course of one year and will include an inventory of government CVE programs operating within the surveyed countries. It will evaluate all agencies' programs, with a focus on Department of Defense, Department of State, Broadcasting Board of Governors, and Intelligence Community programs. OMB will review the results of the study and expect the Department of State and other agencies to use them as a baseline for incorporating CVE performance measures and goals into future budget requests.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			Pos Total	Bureau Managed	American Salaries	Funds Total	
	CS	FS Dom	Overseas					FSN
FY 2010 Actual	275	61	0	0	336	17,777	46,406	64,183
FY 2011 CR	276	61	0	0	337	17,777	46,406	64,183
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(388)	0	(388)
Domestic Inflation	0	0	0	0	0	278	0	278
Overseas Price Inflation	0	0	0	0	0	108	0	108
Total Built-in Changes	0	0	0	0	0	(2)	0	(2)
FY 2012 Current Services	276	61	0	0	337	17,775	46,406	64,181
FY 2012 Program Changes								
Countering Violent Extremism	0	0	0	0	0	5,000	0	5,000
Counterterrorism Support	1	0	0	0	1	15	126	141
Enterprise Audit and Insider Threat Detection	0	0	0	0	0	3,550	0	3,550
Foreign Public Opinion Surveys and Media Analysis	1	0	0	0	1	67	126	193
Total Program Changes	2	0	0	0	2	8,632	252	8,884
FY 2012 Request	278	61	0	0	339	26,407	46,658	73,065

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Staff by Program Activity (positions)

Bureau of Intelligence and Research	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	293	294	296
Intelligence and Research	293	294	296
Domestic Administrative Support	21	21	21
Domestic Administrative Management	10	10	11
Domestic Financial Services	5	5	5
Domestic General Services	3	3	2
Domestic Personnel Services	3	3	3
Information Resource Management	10	10	10
Corporate Information Systems and Services	10	10	10
Policy Formulation	12	12	12
Bureau Direction	12	12	12
Total	336	337	339

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Funds by Program Activity (\$ in thousands)

Bureau of Intelligence and Research	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	43,377	43,377	48,737
Intelligence and Research	43,377	43,377	48,737
Domestic Administrative Support	3,178	3,178	3,174
Domestic Administrative Management	1,231	1,231	1,225
Domestic Financial Services	670	670	667
Domestic General Services	543	543	544
Domestic Personnel Services	734	734	738
Information Resource Management	9,881	9,881	13,500
Corporate Information Systems and Services	9,118	9,109	12,714
Infrastructure Systems	763	772	786
Policy Formulation	2,108	2,108	1,960
Bureau Direction	2,108	2,108	1,960
Public Diplomacy	5,639	5,639	5,694
Public Diplomacy - Program Costs	5,639	5,639	5,694
Total	64,183	64,183	73,065

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Diplomatic Relations	296	0	0	296	7,846	40,891	48,737
Intelligence and Research	296	0	0	296	7,846	40,891	48,737
Domestic Administrative Support	21	0	0	21	540	2,634	3,174
Domestic Administrative Management	11	0	0	11	39	1,186	1,225
Domestic Financial Services	5	0	0	5	14	653	667
Domestic General Services	2	0	0	2	176	368	544
Domestic Personnel Services	3	0	0	3	311	427	738
Information Resource Management	10	0	0	10	12,076	1,424	13,500
Corporate Information Systems and Services	10	0	0	10	11,290	1,424	12,714
Infrastructure Systems	0	0	0	0	786	0	786
Policy Formulation	12	0	0	12	251	1,709	1,960
Bureau Direction	12	0	0	12	251	1,709	1,960
Public Diplomacy	0	0	0	0	5,694	0	5,694
Public Diplomacy - Program Costs	0	0	0	0	5,694	0	5,694
Total	339	0	0	339	26,407	46,658	73,065

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Staff by Domestic Organization Unit (positions)

Bureau of Intelligence and Research	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Intelligence & Research	7	7	7
Deputy Assistant Secretary for Analysis and Information Management	2	2	2
Deputy Assistant Secretary for Intelligence Policy and Coordination	2	2	2
INR Watch (INR/WATCH)	14	14	14
Office of Analysis for Africa (INR/AF)	13	13	13
Office of Analysis for East Asia & Pacific	22	22	22
Office of Analysis for Europe (INR/EUR)	17	18	18
Office of Analysis for Near East & South Asia	25	25	25
Office of Analysis for Russia and Eurasia	24	24	24
Office of Analysis for Terrorism, Narcotics and Crime	21	21	21
Office of Analysis for Western Hemisphere Affairs (INR/WHA)	12	12	12
Office of Counter-Intelligence and Consular Support (INR/CCS)	6	6	7
Office of Cyber Affairs (INR/CYBER)	5	5	5
Office of Economic Analysis	18	18	18
Office of Intelligence Operations (INR/OPS)	6	6	6
Office of Opinion Research (INR/OPN)	37	37	38
Office of Outreach (INR/OTR)	10	10	10
Office of Publications	6	6	6
Office of Strategic, Proliferation and Military Issues	21	21	21
Office of Technical Collection Affairs (INR/TCA)	10	10	10
Office of the Executive Director	31	31	31
Office of the Geographer and Global Issues	25	25	25
Principal DAS for Intelligence & Research	2	2	2
Total	336	337	339

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Intelligence and Research	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Intelligence & Research	1,199	1,199	1,196
Deputy Assistant Secretary for Analysis and Information Management	293	293	292
Deputy Assistant Secretary for Intelligence Policy and Coordination	302	302	301
INR Watch (INR/WATCH)	2,147	2,147	2,139
Office of Analysis for Africa (INR/AF)	1,973	1,973	1,969
Office of Analysis for East Asia & Pacific	3,233	3,233	3,223
Office of Analysis for Europe (INR/EUR)	2,587	2,587	2,578
Office of Analysis for Near East & South Asia	3,594	3,594	3,580
Office of Analysis for Russia and Eurasia	3,547	3,547	3,538
Office of Analysis for Terrorism, Narcotics and Crime	3,048	3,048	3,038
Office of Analysis for Western Hemisphere Affairs (INR/WHA)	1,762	1,762	1,756
Office of Counter-Intelligence and Consular Support (INR/CCS)	879	879	1,017
Office of Cyber Affairs (INR/CYBER)	747	747	747
Office of Economic Analysis	2,597	2,597	2,587
Office of Intelligence Operations (INR/OPS)	878	878	875
Office of Opinion Research (INR/OPN)	10,916	10,916	16,164
Office of Outreach (INR/OTR)	1,912	1,912	1,914
Office of Publications	869	869	866
Office of Strategic, Proliferation and Military Issues	3,016	3,016	3,005
Office of Technical Collection Affairs (INR/TCA)	1,580	1,580	1,574
Office of the Executive Director	12,215	12,215	15,813
Office of the Geographer and Global Issues	4,571	4,571	4,576
Principal DAS for Intelligence & Research	318	318	317
Total	64,183	64,183	73,065

D&CP – BUREAU OF INTELLIGENCE AND RESEARCH

Funds by Object Class (\$ in thousands)

Bureau of Intelligence and Research	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	33,918	33,918	34,096
1200 Personnel Benefits	13,667	13,667	13,741
2100 Travel & Trans of Persons	944	937	982
2300 Rents, Comm & Utilities	773	783	800
2400 Printing & Reproduction	471	477	306
2500 Other Services	11,788	11,851	20,006
2600 Supplies and Materials	900	877	895
3100 Personal Property	1,722	1,673	2,239
Total	64,183	64,183	73,065

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D&CP – BUREAU OF AFRICAN AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,058	1,058	1,058
Funds	387,694	399,011	426,141

Program Description

The Bureau of African Affairs (AF) promotes the Administration's foreign policy priorities in 48 countries in sub-Saharan Africa through 43 U.S. embassies and five constituent posts located in Cape Town, Durban, Johannesburg, Juba, and Lagos. AF's FY 2012 budget request addresses key foreign policy initiatives and development challenges across Africa by focusing on the following five overarching policy priorities: 1) strengthening democratic institutions and the rule of law; 2) encouraging long-term development and growth, including support for the reduction of hunger and poverty through a comprehensive approach to food security; 3) enhancing access to quality health care and education; 4) assisting in the prevention, mitigation, and resolution of conflicts; and 5) working with Africans to address old and new transnational challenges, including mitigating the impact of climate change and promoting clean and renewable energy, preventing narcotics trafficking, reducing the threat of terrorism, and improving maritime security.

AF works with its African partners to increase democracy, good governance, and respect for the rule of law; promote sustainable economic development; and encourage expanded trade and investment. AF also devotes major efforts to the prevention, mitigation, and resolution of crises and conflicts by promoting peace and security, supporting African conflict mediation, and managing programs to strengthen African capacity to carry out peacekeeping and counterterrorism operations. Countering transnational threats, especially the spread of HIV/AIDS and other infectious diseases, is a priority, as are continued concerns over narcotics, crime, and environmental degradation, all of which undermine stability and hamper prospects for economic growth.

The policy initiatives summarized above advance U.S. interests and recognize freedom, prosperity, and security as benchmarks for success in the U.S./African partnership of the 21st Century.

Strengthen Democratic Institutions

The Department and USAID will continue to work in partnership with African governments and civil society organizations to strengthen their democratic institutions and to protect the democratic gains they have made. To support these efforts, the Bureau will work to combat corruption, abusive government, and human rights abuse, as well as improve budget transparency. The Bureau will encourage the development of independent judiciaries, strong legislative bodies, independent media, robust civil societies, and transparent elections. Special emphasis will continue to be placed on strengthening the electoral infrastructure in Africa since elections in many countries have become flash points for conflict. AF will also place renewed emphasis on partnering with African governments, at all levels, to provide credible service delivery to their populations.

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There are 25 presidential elections scheduled across Africa in the next two years. Well-run elections can strengthen public confidence in democracy and in democratic institutions. Elections that are corrupt, mismanaged and fraudulent have the opposite effect and undermine peoples' faith in democratic values. It is critical for AF to continue its support for promoting credible electoral processes before, during and after elections as part of its long-term commitment to help build democratic capacity in Africa. AF plans to expand its electoral focus beyond national level contests to include provincial and local elections – the credibility of which is often essential to governments' grass-roots legitimacy and stability.

Foster Sustained Economic Growth

Sub-Saharan Africa's (SSA's) economic growth in real per capita income continued to increase from over three percent in 2009 to close to five percent in 2010, according to International Monetary Fund (IMF) data. The IMF also notes that SSA's ability to weather the global financial crisis could enable growth in 2011 to reach as high as 5.5 percent, but with slippage of .07 percent in 2012.

Over the coming year, AF will continue to focus on supporting Africa's entrepreneurs to transform the continent's natural endowments into prosperity for its people, and encourage domestic reforms to support small- and medium-sized businesses using development assistance as a catalyst.

Through the Feed the Future (FtF) initiative, many African countries will work to address issues of food security through agriculture, a key area of growth potential. Agricultural-led growth raises the income of the poor, increases the availability of food, and reduces under-nutrition through sustained long-term development progress.

One of the Bureau's key foreign policy priorities is to stimulate Africa's economic development and growth with a focus on stimulating private sector development, increasing Africa's trade competitiveness, and increasing integration within Africa itself and in the global economy. With increasing more reforms of business regulations in Africa occurring annually, researchers report that many countries are getting inspiration from their neighbors on how to reform. Countries in the region are committing to reform agendas that make it easier to do business.

Invest in People

A healthy population is essential to promote positive change in governance and institutions, and economic systems essential for democratic and economic progress.

The President's Emergency Plan for AIDS Relief (PEPFAR) is a robust initiative that is showing impressive results to combat this deadly disease. In 2003, PEPFAR was launched as the largest commitment by any nation to combat a single disease in history. From 2003-2010, the U.S. provided \$27.2 billion in foreign assistance funding for prevention, treatment, and care programs serving millions. The President's Malaria Initiative (PMI) committed \$1.2 billion in foreign assistance funds to implement malaria control interventions in 15 focus countries in sub-Saharan Africa with the goal of reducing mortality by 50 percent. PMI expanded coverage of highly effective malaria prevention and treatment measures to the most vulnerable populations – children under five years of age and pregnant women. To build on these global health successes, the President in May 2009, announced the launch of the Global Health Initiative, which is improving health outcomes through focusing on women and girls, increasing impact through strategic integration and coordination, strengthening and leveraging multilateral institutions, encouraging country ownership, building sustainability through health systems strengthening, improving monitoring and evaluation, and promoting research and innovation.

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The Bureau will continue to work with other agencies and partner countries to implement the Global Health Initiative, a comprehensive, whole-of-government approach to global health.

Prevent and Mitigate Conflict

AF devotes significant resources to efforts to achieve peace and security to help end conflict in Africa and to mitigate other threats to stability. Confronting America's gravest threats of terrorism and proliferation of weapons of mass destruction requires strengthening state institutions in Africa, supporting democratization, and encouraging stable economies that allow free markets to take root. Through counter-terrorism partnerships in the Sahel and East Africa, AF is working to strengthen regional governments' capacities to address this transnational threat and to combat terrorist groups' ideological propaganda.

The past eight years have seen the end of seven major conflicts: the Second Congo War in the Democratic Republic of Congo, Sierra Leone, Liberia, Cote d'Ivoire, North-South Sudan, Burundi, and Angola. In northern Uganda, most of the 1.8 million internally displaced persons have returned to their homes owing to enhanced local development and security. With ongoing conflicts in Somalia and Darfur, and the current peace unsteady in several other places, Africa's fragility bears continued vigilance and diplomatic and programmatic engagement. Of note, the capacity of African nations and regional organizations to deal with conflicts has improved. African peacekeepers are increasingly active not only in Africa but around the world.

Further progress with Africa's Peace and Security architecture is exemplified by the lead role of the African Union (AU) in helping to resolve and prevent African conflict, especially in Somalia, e.g., the AU Mission in Somalia (AMISOM) deployment and political support to the Djibouti process. The United States also provides security and development assistance for African countries to definitively resolve conflicts, including through major military and police reform programs in Liberia, the Democratic Republic of Congo, South Sudan and Somalia. Among positive outcomes for U.S. security assistance efforts: the deployment of AMISOM has ensured the survival of the Transitional Federal Government (TFG) against negative extremist forces; the standup of the Armed Forces of Liberia (AFL) has supported Liberia's continued migration away from conflict; and the reform of the Sudan Peoples' Liberation Army (SPLA) and the South Sudan Police Service (SSPS) has been critical to implementing the Comprehensive Peace Agreement and a necessary condition for assuring stability in the South.

AF is managing the African Contingency Operations Training and Assistance program (part of the Global Peace Operations Initiative), which provides peacekeeping training and equipment to 25 African partners. AF is also managing a program that provides equipment and logistics support to 8,000 peacekeepers deployed with AMISOM, and is managing security sector reform initiatives in Liberia, the Democratic Republic of Congo, Somalia, and (in conjunction with the Office of the Special Envoy for Sudan) Southern Sudan. These programs seek to build professional, effective security forces that respect the rule of law, human rights, and civilian control of the military. Africans are sharing the burden of international peace and security by supplying almost 30 percent of United Nations peacekeeping forces worldwide and all the forces for the 8,000-person AU Mission in Somalia, with six countries – Ghana, Nigeria, Ethiopia, Rwanda, Senegal, and South Africa – among the top 20 UN troop contributors. AF is also managing programs supporting Ugandan troops undertaking operations against the Lord's Resistance Army in Central Africa, improving the capabilities of African countries to address the threat posed by violent extremist groups, and assisting with efforts to build more capable African maritime security forces.

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Strengthen Consular and Management Capabilities

AF’s management platform supports the personnel resources upon which the Bureau’s foreign policy depends. This budget request provides funding to support the efficient operation of new embassy compounds being established in early FY 2011 and FY 2012. AF is eliminating administrative duplication through consolidation of USAID personnel into the Department’s administrative platform, and increasing operational efficiencies through regionalization, process improvement, empowering locally employed staff (LES), and expanding the use of technology.

The strength of the U.S. Government partnership with Africa is built on people-to-people ties. AF uses strategic and focused public diplomacy activities and initiatives to strengthen bonds between Americans and Africans and demonstrates a link between America's interests and Africa's progress.

Performance

This indicator measures progress towards the adoption of principles of the rule of law in sub-Saharan Africa, taken from the World Bank Institute's Worldwide Governance Indicators (WGI). The average percentile change for this indicator each year for the previous 10 years has been 0.0625. Given this historical trend, in the coming years gains are expected to be modest, although higher than the average.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Rule of Law and Human Rights					
Indicator	Average percentile score for sub-Saharan Africa on the World Bank Institute’s Worldwide Governance Rule of Law Indicator (Scale = 0 to 100).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
28.6	28.3 [Baseline]	28.6	28.1	28.9	28.4	28.7
New Indicator, No Rating		◀▶ On Target	▼ Below Target			
Steps to Improve	Sub-Saharan Africa continues to face many challenges to the rule of law. The score for sub-Saharan Africa decreased slightly, while the average percentile score for this indicator fell by 0.5 percent over last year, suggesting that other regions of the world saw continued improvement. Strengthening governance, accountability, and the rule of law remain top priorities for the Bureau.					
Impact	The Rule of Law Indicator measures the extent to which agents have confidence in and abide by the rules of society, in particular the quality of contract enforcement, the police, and the courts, as well as the likelihood of crime and violence, all of which are critically important to the strengthening of democratic institutions throughout sub-Saharan Africa.					
Methodology	The 2010 update of the WGI research project covers 213 countries and territories and measures six dimensions of governance, including Rule of Law. The data reflect the views on governance of public sector, private sector and NGO experts, as well as thousands of citizen and firm survey respondents worldwide.					
Data Source and Quality	World Bank Institute's Worldwide Governance Indicators (WGI). The Data Quality Assessment revealed no significant data limitations.					

This indicator uses social, political, and economic data, as reflected in the Fund for Peace Failed States Index, to measure government capacity and vulnerability to conflict or collapse. Each country is rated on

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a scale of 1-10 on twelve indicators (with a score of 10 indicating the highest risk factor) and those scores are totaled. Countries scoring below 30 are rated as ‘Stable’; those scoring 30-59.9 are rated ‘Borderline’; those scoring 60-89.9 are rated as ‘In Danger’; and those scoring above 90 are rated as ‘Critical’. The ‘critical’ category represents the least stable countries.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY						
Strategic Priority	Conflict Prevention, Mitigation, and Response					
Indicator	Number of countries in sub-Saharan Africa that are rated as "critical" by the Fund for Peace Failed States Index.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
18 countries	20 countries [Baseline]	22 countries ▼ Below Target	22 countries ▼ Below Target	16 countries	20 countries	19 countries
Steps to Improve	Although progress has been made in recent years in sub-Saharan Africa, many challenges remain for conflict prevention, mitigation, and response efforts. Targets for FY 2011 and FY 2012 were revised downward in light of current realities.					
Impact	The Failed States Index does not provide all the answers, nor does it claim to be able to. It is a starting point, however, for a discussion about why states fail and what should be done about them. Many of the countries being rated use the Index for self-assessment to gauge their own stability and performance on objective criteria and seek ways to improve their scores.					
Methodology	The Failed States Index is a collaboration between The Fund for Peace and Foreign Policy magazine. Using 12 indicators of state cohesion and performance, compiled through a close examination of more than 30,000 publicly available sources, states are assessed for risk of failure. Countries are listed as "critical" if they receive a total score above 90 on the index.					
Data Source and Quality	Fund for Peace Failed States Index. The Data Quality Assessment revealed no significant data limitations.					

Sub-Saharan Africa needs increased private sector investment, both foreign and domestic, to achieve high sustained rates of economic growth to reduce poverty on the continent. The region is largely disconnected from the global marketplace and the benefits that arise from trade. If Africa were to increase its share of world trade by just one percentage point, from its current two percent to three percent, it would generate additional export revenues of \$70 billion annually, which is nearly three times the amount of annual assistance to sub-Saharan Africa from all donors. Increased external and intra-regional trade will have a significant positive impact on regional growth and development, including increased overall prosperity and economic opportunity.

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STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Trade and Investment					
Indicator	Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
\$26.5 billion ▲ Above Target	\$ 33.5 billion ▲ Above Target	\$24.3 billion ▼ Below Target	Data available end CY 2010. Data Not Yet Available, No Rating	\$40 billion	\$35 billion	\$40 billion
Impact	Increased private sector investment, both foreign and domestic, will contribute to the achievement of sustained rates of economic growth needed to reduce poverty in sub-Saharan Africa.					
Methodology	Data is culled from the U.S. International Trade Commission's website. Three reports are used: one each for imports and exports, which added together give total trade, and one for energy-related imports, to be subtracted from total trade. U.S. energy-related imports are excluded to provide information about the progress of export diversification. FY 2011 target was revised due to the global economic slowdown that reduced trade unilaterally.					
Data Source and Quality	United States International Trade Commission. The Data Quality Assessment revealed no significant data limitations.					

This indicator uses social, political, and economic data, as reflected in the Fund for Peace Failed States Index, to measure government capacity and vulnerability to conflict or collapse. Each country is rated on a scale of 1-10 on 12 indicators (with a score of 10 indicating the highest risk factor) and those scores are totaled. Countries scoring 90-120 are rated as ‘Critical;’ those scoring 60-89.9 are rated as ‘In Danger;’ those scoring 30-59.9 are rated as ‘Borderline.’ Countries scoring below 30 are rated as ‘Stable.’ Sudan is currently rated 'critical.' The Index provides a comprehensive picture of the challenges Sudan faces and allows us to track incremental progress in different programming sectors over time.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY						
Strategic Priority	Conflict Prevention, Mitigation, and Response					
Indicator	Numeric assessment of Sudan in Failed States Index created by the Fund for Peace					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
113.7 New Indicator, No Rating	113.0 New Indicator, No Rating	112.4 [Baseline]	111.8 ▲ Above Target	112	111.8	111.2
Reason for Exceeding Target	The Fund for Peace Index showed more progress than expected in the areas of “Human Flight” and “Economic Decline,” improving the overall rating for the country.					

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Impact	Sudan is a major focus of U.S. policy in sub-Saharan Africa and has a large regional impact. As a key country, progress in Sudan will advance AF Bureau policy in that country, and also contribute to the Bureau’s regional goals. The Failed States Index provides a general gauge of performance across multiple indicators.
Methodology	The Failed States Index is a collaboration between The Fund for Peace and Foreign Policy magazine. The Index uses 12 indicators of state cohesion and performance, compiled through a close examination of more than 30,000 publicly available sources. It ranks 177 states in order from most to least at risk of failure.
Data Source and Quality	The Fund for Peace Failed States Index. The Fund for Peace is an independent conflict-focused organization which is respected in the field. The Failed States Index is an independent, comprehensive indicator that assures integrity and validity of the data.

Justification of Request

The Department's FY 2012 request of \$426.141 million for AF includes increases to fund inflationary costs, operate New Embassy Compounds (NECs), and expand the U.S. diplomatic platform in critical countries. The request includes an increase of \$2.421 million for overseas price inflation and \$212,000 for domestic inflation to maintain current services. In response to the President's Accountable Government Initiative, this request also includes a decrease of \$5.946 million in efficiency savings from proposed reductions in advisory contracts; travel of people and things; printing; and supplies. The request also includes a technical adjustment of \$23.048 million to restore funding for consular operations.

Southern Sudan Expansion: \$1,795,000

With the expectation that the Southern Sudanese would vote for independence in January 2011, the Department initiated a diplomatic surge in FY 2011 to support: U.S. efforts related to the conduct of the referenda in January 2011; conflict prevention; and early assistance and stabilization of the anticipated independent government of Southern Sudan. Under the Comprehensive Peace Agreement, a yes vote on independence would lead Southern Sudan to become a new state six months later. In that case, if the President recognizes the new state, the Department would upgrade the current Consulate General in Juba to an Embassy. The resource requirements for the conversion to an embassy consist of additional locally employed and U.S. direct hire staffing and support for an ambassador, including security and transportation needs. Enhancements to Consulate General Juba’s physical capacity to meet the heightened staffing pattern will also include securing additional residential space, office space, communications capacity, and armored vehicles.

First-Year Operations in Consulate Kano, Nigeria: \$300,000

The Department is assessing the requirements for establishing a new U.S. Consulate in Kano, Nigeria, in FY 2011 that directly supports the Strategic Goals of Governing Justly and Democratically and Promoting International Understanding. Specifically, the Consulate would facilitate public outreach and dialogue with inter-faith communities; engage important northern Nigerian political actors; promote democratization and stability within Nigeria and beyond; support civil society; and improve AF’s engagement on counter-terrorism, particularly by countering Islamic extremism in the region. Kano is the second largest city in Nigeria and serves as the gateway to northern Nigeria and its estimated 70 million Muslims. From Kano, U.S. staff could travel to Sokoto, Katsina and other major northern cities. AF recurring costs would be approximately \$300,000 which will include operating costs, travel, staff training, supplies and equipment.

Expand Diplomatic Outreach in Goma, DRC: \$1,000,000

The top U.S. policy goal in the Democratic Republic of Congo (DRC) is peace in the eastern part of the country and strengthened security throughout the country. An expanded diplomatic outreach in Goma

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would help prevent the resurgence of the world's most violent conflict in recent decades by reporting on and influencing political events, as well as monitoring and assisting in managing the enormous number of DRC refugees and Internally Displaced Persons. Both functions directly support AF's strategic goal of achieving Peace and Security in Africa. Expanding outreach in Goma would also support AF's management strategic goals by improving diplomatic effectiveness through better management capabilities. The U.S. has maintained temporary operations in Goma through medium-term temporary duty political and humanitarian visits since October, 2007. There are normally 2-10 U.S. Government employees on short-term TDY in Goma at any given time. Residential space has been leased in order to provide secure lodging for the long-term temporary duty officers and frequent visitors; however, officers lack functional space. Expanded temporary office space would provide safe, secure office and meeting space and provide a more stable and productive administrative platform from which staff may advance U.S. foreign policy goals. Initial start up and first year recurring costs include locally engaged staff salaries; furniture, equipment, and make-ready costs; building operating expenses, grounds care, and maintenance; and, non-recurring make-ready costs.

New Embassy Compounds: \$3,000,000

AF is requesting funding for operations at four NECs scheduled to open in FY 2012. NECs will open in Bujumbura, Djibouti, Libreville and Monrovia. AF requests \$3 million to fund one-time start-up costs (office and warehouse equipment and move related costs) and recurring costs (additional LES positions, service contracts, supplies, fuel, and utility costs) to begin operations. This funding is critical to operate and maintain these technologically complex buildings in difficult operating environments of Africa. Adequate funding will allow the Department to provide the administrative platform for U.S. Government agencies at these posts and fully use and support the significant investment in the construction of these buildings.

American Center in Kano: \$800,000

AF requests \$800,000 to fund a new American Center facility in Kano, Nigeria. The request will fund annual utility costs, security costs, and staff costs, as well as purchase a collection of books in English (such as reference titles, works of fiction, business and government publications), internet access, computers, audio and video products, CDs, CD-ROMS, audio-visual and communications conferencing equipment, other proprietary Public Diplomacy equipment, security equipment, and furniture.

A new Consulate in Kano would establish a positive American presence in this historic, Islamic, heavily-populated city of northern Nigeria that has experienced religious and ethnic violence for several years. A full-fledged American Center (Information Resource Center and cultural/informational programming space with public access) will send the best possible message about the United States and greatly further Mission goals of promoting non-violent conflict resolution, offering a positive vision, and marginalizing extremism.

American Center in Lusaka, Renovation: \$250,000

AF requests \$250,000 to operate a renovated American Center facility to be located in a U.S. Government owned building in Lusaka. The request will fund annual utility costs, security costs, and staff costs, as well as purchase a collection of books in English (such as reference titles, works of fiction, business and government publications), internet access, computers, audio and video products, CDs, CD-ROMS, audio-visual and communications conferencing equipment, other proprietary Public Diplomacy equipment, security equipment, and furniture.

The Public Affairs Section in Lusaka currently operates out of a rental facility with a multitude of problems. The U.S. Mission in Zambia moved into a new chancery building in January 2011, emptying several facilities. Remodeling of these vacated facilities would provide a more secure, better-equipped and more inviting American Center to facilitate engagement with the Zambian public around the

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Mission’s priorities. An American Center will help increase Zambian understanding of and respect for American society, values and policies, nurturing common interests and values.

American Center in Kinshasa, Renovation: \$250,000

AF requests \$250,000 to fund a renovated Congolese-American Language Institute (CALI) that is in need of security enhancements and refurbishment in order to remain open to the public. The request will fund annual utility costs and security costs, as well as purchase a collection of books in English (such as reference titles, works of fiction, business and government publications), internet access, computers, audio and video products, CDs, CD-ROMS, audio-visual equipment, other proprietary Public Diplomacy equipment, security equipment, and furniture.

Since 1962, CALI has been widely regarded as the quality leader in English-language teaching in Kinshasa and is considered the flagship Department of State Direct English Teaching Program in Africa. CALI is an important outreach program that fosters mutual understanding, promotes good will for the United States and provides opportunities for economic advancement for students. A CALI semester averages over 1,100 in-house students and nine off-site classes for local businesses and government agencies, carrying the mission’s strategic messages to a wider public. Fees collected by CALI help finance professional development for secondary school English teachers in content-based English as Second Language (ESL) techniques. This provides opportunities for secondary school teachers to integrate teaching with messages on democracy, good governance and public health reaching thousands of youth.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2010 Actual	96	84	878	535	1,593	250,568	137,126	387,694
FY 2011 CR	96	84	878	535	1,593	261,062	137,949	399,011
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(5,946)	0	(5,946)
Restoration of Consular Operations	0	0	0	0	0	12,606	10,442	23,048
Domestic Inflation	0	0	0	0	0	212	0	212
Overseas Price Inflation	0	0	0	0	0	2,421	0	2,421
Total Built-in Changes	0	0	0	0	0	9,293	10,442	19,735
FY 2012 Current Services	96	84	878	535	1,593	270,355	148,391	418,746
FY 2012 Program Changes								
Expanded Diplomatic Outreach in Goma, DRC	0	0	0	0	0	1,000	0	1,000
First-Year Operations in Consulate Kano, Nigeria	0	0	0	0	0	300	0	300
New NECs	0	0	0	0	0	3,000	0	3,000
New American Center in Kano, Nigeria	0	0	0	0	0	800	0	800

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	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
American Center in Lusaka, Renovation	0	0	0	0	0	250	0	250
Southern Sudan Expansion (Juba)	0	0	0	0	0	1,795	0	1,795
American Center in Kinshasa, Renovation	0	0	0	0	0	250	0	250
Total Program Changes	0	0	0	0	0	7,395	0	7,395
FY 2012 Request	96	84	878	535	1,593	277,750	148,391	426,141

Staff by Program Activity (positions)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	20	20	20
Conduct of Diplomatic Relations	542	542	542
Diplomatic Security	38	38	38
Domestic Administrative Support	28	28	28
Information Resource Management	132	132	132
Policy Formulation	187	187	187
Public Diplomacy	111	111	111
Total	1,058	1,058	1,058

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Funds by Program Activity (\$ in thousands)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	20,787	21,405	23,048
Conduct of Diplomatic Relations	115,667	118,523	127,825
Diplomatic Security	7,299	7,495	8,078
Domestic Administrative Support	10,399	10,649	11,487
Information Resource Management	41,752	43,259	46,488
Overseas Program Support	95,398	100,099	107,138
Policy Formulation	44,137	45,326	48,848
Public Diplomacy	52,255	52,255	53,229
Total	387,694	399,011	426,141

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Consular Relations	0	20	0	20	12,606	10,442	23,048
Conduct of Diplomatic Relations	116	426	130	672	54,855	72,970	127,825
Diplomatic Security	0	38	40	78	3,907	4,171	8,078
Domestic Administrative Support	28	0	0	28	4,768	6,719	11,487
Information Resource Management	1	131	40	172	32,359	14,129	46,488
Overseas Program Support	0	0	0	0	107,138	0	107,138
Policy Formulation	17	170	45	232	23,548	25,300	48,848
Public Diplomacy	18	93	280	391	38,569	14,660	53,229
Total	180	878	535	1,593	277,750	148,391	426,141

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Staff by Domestic Organization Unit (positions)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for African Affairs	11	11	11
Office of Central African Affairs	7	7	7
Office of East African Affairs	6	6	6
Office of Economic Policy	6	6	6
Office of Executive Director	27	27	27
Office of Public Diplomacy	31	31	31
Office of Regional Affairs	10	10	10
Office of Southern African Affairs	8	8	8
Office of West African Affairs	8	8	8
Senior Deputy Assistant Secretary (DAS)	1	1	1
Special Assistant for Press	1	1	1
Total	116	116	116

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for African Affairs	4,567	4,657	5,056
Office of Central African Affairs	2,848	2,879	3,151
Office of East African Affairs	2,547	2,573	2,818
Office of Economic Policy	2,430	2,455	2,429
Office of Executive Director	18,436	18,963	19,419
Office of Public Diplomacy	3,952	3,510	3,952
Office of Regional Affairs	3,094	3,132	3,159
Office of Southern African Affairs	3,180	3,217	3,519
Office of West African Affairs	3,195	3,228	3,298
Senior Deputy Assistant Secretary (DAS)	722	738	800
Special Assistant for Press	566	692	626
Total	45,537	46,044	48,227

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Staff by Post (positions)

Bureau of African Affairs (AF)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Africa Regional Services, Paris	2	12	14	2	12	14	2	12	14
Angola, Luanda	25	12	37	25	12	37	25	12	37
Benin, Cotonou	14	9	23	14	9	23	14	9	23
Botswana, Gaborone	21	7	28	21	7	28	21	7	28
Burkina Faso, Ouagadougou	14	10	24	14	10	24	14	10	24
Burundi, Bujumbura	17	5	22	17	5	22	17	5	22
Cameroon, Yaounde	27	18	45	27	18	45	27	18	45
Cape Verde, Praia	7	6	13	7	6	13	7	6	13
Central Afr Rep., Bangui	5	4	9	5	4	9	5	4	9
Chad, N'Djamena	17	7	24	17	7	24	17	7	24
Cote d'Ivoire, Abidjan	30	23	53	30	23	53	30	23	53
Dem. Rep of Congo, Kinshasa	34	21	55	34	21	55	34	21	55
Djibouti (Rep. Of), Djibouti	14	5	19	14	5	19	14	5	19
Equatorial Guinea, Malabo	9	2	11	9	2	11	9	2	11
Eritrea, Asmara	8	7	15	8	7	15	8	7	15
Ethiopia, Addis Ababa	43	16	59	43	16	59	43	16	59
Gabon, Libreville	17	3	20	17	3	20	17	3	20
Gambia, Banjul	8	2	10	8	2	10	8	2	10
Ghana, Accra	24	11	35	24	11	35	24	11	35
Guinea, Conakry	18	12	30	18	12	30	18	12	30
Kenya, Nairobi	52	21	73	52	21	73	52	21	73
Lesotho, Maseru	10	4	14	10	4	14	10	4	14
Liberia, Monrovia	14	11	25	14	11	25	14	11	25
Madagascar, Antananarivo	19	12	31	19	12	31	19	12	31
Malawi, Lilongwe	13	9	22	13	9	22	13	9	22
Mali, Bamako	18	12	30	18	12	30	18	12	30
Mauritania, Nouakchott	15	5	20	15	5	20	15	5	20
Mauritius, Port Louis	8	6	14	8	6	14	8	6	14
Mozambique, Maputo	22	9	31	22	9	31	22	9	31
Namibia, Windhoek	20	13	33	20	13	33	20	13	33
Niger, Niamey	19	11	30	19	11	30	19	11	30
Nigeria, Abuja	29	36	65	29	36	65	29	36	65
Nigeria, Lagos	26	18	44	26	18	44	26	18	44

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Bureau of African Affairs (AF)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Rep. Of the Congo, Brazzaville	8	2	10	8	2	10	8	2	10
Rwanda, Kigali	17	9	26	17	9	26	17	9	26
Senegal, Dakar	28	17	45	28	17	45	28	17	45
Sierra Leone, Freetown	17	10	27	17	10	27	17	10	27
South Africa, Capetown	12	7	19	12	7	19	12	7	19
South Africa, Durban	7	4	11	7	4	11	7	4	11
South Africa, Johannesburg	12	9	21	12	9	21	12	9	21
South Africa, Pretoria	82	35	117	82	35	117	82	35	117
Sudan, Khartoum	31	9	40	31	9	40	31	9	40
Swaziland, Mbabane	11	5	16	11	5	16	11	5	16
Tanzania, Dar-es-Salaam	24	18	42	24	18	42	24	18	42
Togo, Lome	15	12	27	15	12	27	15	12	27
Uganda, Kampala	17	8	25	17	8	25	17	8	25
Zambia, Lusaka	21	15	36	21	15	36	21	15	36
Zimbabwe, Harare	21	16	37	21	16	37	21	16	37
Total	942	535	1,477	942	535	1,477	942	535	1,477

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Funds by Post (\$ in thousands)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Africa Regional Services, Paris	4,134	4,135	4,207
Angola, Luanda	7,286	7,499	7,975
Benin, Cotonou	5,654	5,829	6,158
Botswana, Gaborone	5,471	5,615	5,994
Burkina Faso, Ouagadougou	8,090	8,359	8,802
Burundi, Bujumbura	4,903	5,055	5,818
Cameroon, Yaounde	8,992	9,265	9,842
Cape Verde, Praia	3,153	3,269	3,425
Central Afr Rep., Bangui	2,651	2,775	2,857
Chad, N'Djamena	8,538	8,846	9,395
Cote d'Ivoire, Abidjan	13,175	13,438	14,400
Dem. Rep of Congo, Kinshasa	12,116	12,457	13,382
Djibouti (Rep. Of), Djibouti	6,403	6,649	7,811
Equatorial Guinea, Malabo	4,119	4,271	4,562
Eritrea, Asmara	2,799	2,869	3,055
Ethiopia, Addis Ababa	7,992	8,181	8,733
Gabon, Libreville	8,228	8,698	9,822
Gambia, Banjul	3,608	3,765	3,930
Ghana, Accra	7,534	7,756	8,214
Guinea, Conakry	6,178	6,397	6,790
Guinea-Bissau, Bissau	114	120	127
Kenya, Nairobi	10,063	10,297	10,849
Lesotho, Maseru	3,019	3,060	3,294
Liberia, Monrovia	7,586	7,898	9,380
Madagascar, Antananarivo	7,623	7,846	8,355
Malawi, Lilongwe	4,964	5,108	5,416
Mali, Bamako	5,649	5,821	6,184
Mauritania, Nouakchott	4,526	4,662	4,973
Mauritius, Port Louis	4,010	4,133	4,395
Mozambique, Maputo	5,842	5,979	6,366
Namibia, Windhoek	5,260	5,385	5,753
Niger, Niamey	10,974	11,371	12,045
Nigeria, Abuja	17,793	18,370	20,186
Nigeria, Lagos	5,810	6,034	6,440
Rep. Of the Congo, Brazzaville	5,335	5,739	5,878

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Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Rwanda, Kigali	4,787	4,906	5,211
Senegal, Dakar	10,476	10,776	11,452
Sierra Leone, Freetown	3,842	3,946	4,223
Somalia, Mogadishu	83	87	92
South Africa, Capetown	3,204	3,287	3,548
South Africa, Durban	2,088	2,146	2,313
South Africa, Johannesburg	5,558	5,767	6,160
South Africa, Pretoria	27,685	28,428	30,055
Sudan, Khartoum	15,293	15,991	16,877
Swaziland, Mbabane	3,365	3,449	3,672
Tanzania, Dar-es-Salaam	5,997	6,164	6,547
Togo, Lome	5,914	6,097	6,484
Uganda, Kampala	6,690	6,900	7,301
Zambia, Lusaka	8,607	8,851	9,411
Zimbabwe, Harare	8,976	9,221	9,755
Total	342,157	352,967	377,914

Funds by Object Class (\$ in thousands)

Bureau of African Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	188,962	193,156	212,677
1200 Personnel Benefits	70,378	72,138	72,467
1300 Benefits Former Personnel	1,121	1,169	1,237
2100 Travel & Trans of Persons	10,766	11,181	10,764
2200 Transportation of Things	9,804	10,263	8,323
2300 Rents, Comm & Utilities	26,524	27,774	41,315
2400 Printing & Reproduction	594	599	574
2500 Other Services	23,177	24,238	24,129
2600 Supplies and Materials	27,546	28,714	27,428
3100 Personal Property	19,139	19,901	17,075
4100 Grants, Subsidies & Contrb	9,580	9,769	10,036
4200 INS Claims & Indemnities	103	109	116
Total	387,694	399,011	426,141

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Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,439	1,439	1,439
Funds	322,885	331,698	356,964

Program Description

The U.S. has a long-standing relationship with the nations of the Near East. Since its founding in 1909, the Bureau of Near Eastern Affairs (NEA) has played a leading role in advancing U.S. interests in the region. In 2009, the President renewed this relationship with his landmark Cairo speech, where he called for a new beginning between the U.S. and Muslim communities worldwide, including the people and states of the Middle East and North Africa. Over the course a century, NEA has worked tirelessly to build relationships based on mutual interests and mutual respect. NEA fully expects to continue these efforts moving into FY 2012.

During FY 2012, NEA will remain at the forefront of interagency efforts to address the pressing security and political issues the U.S. faces in the region. The U.S. is engaged with partners to establish the conditions that support the realization of peace in the Middle East, the Bureau's top priority. NEA will play a prominent role over the coming years in building Iraqi institutions and civil society organizations that can achieve the goal of a democratic Iraq that is sovereign, stable, and self-reliant. In meeting these challenges, the Bureau will remain focused on contributing to the security of partners in the region, while at the same time countering extremist elements that threaten U.S. strategic interests. Concurrently, NEA is working closely with regional and international partners to challenge Iran's nuclear weapons ambitions and to counter malign Iranian influence, both of which threaten the security of the entire region. The U.S. is also intimately involved in shepherding the transition in Iraq from military to civilian management.

In meeting the President's call for new partnerships in the areas of business, economics, science and technology, education, health and job growth, the Department is actively pursuing progress through diplomacy, development, capacity building, and public outreach. The Middle East Partnership Initiative (MEPI) and public diplomacy programming are essential elements in efforts to create vibrant partnerships between America and the citizens of the Middle East and North Africa. Adherence to international agreements and norms is critical to overall efforts, and the Department will continue its campaign of promoting standards in the fields of human rights and nuclear safeguards. The U.S. will continue to advance democratic change and support local reformers while facing widespread anti-Americanism in most of the region. To counter anti-American viewpoints, the U.S. will aggressively step up public outreach initiatives in key areas of engagement, including science and technology, business outreach, and language and youth programming, among others.

In reaching these goals, the NEA will work closely with the Special Envoys and Advisors assigned by the President and Secretary to address specific issues. The U.S. is also committed to working hand-in-hand with the Department's other regional and functional bureaus, USAID, colleagues in other civilian agencies and the Department of Defense to meet the pressing objectives of the region. The civilian-military partnership in Iraq has been particularly successful, and the U.S. is working closely with the broad interagency to identify and address key flashpoints, such as Yemen. Furthermore, the U.S. will

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work with governments in the region, with private sector business leaders, and with international organizations to promote stability and prosperity throughout the region.

Middle East Peace

Achieving Middle East peace is NEA's top priority; a comprehensive peace is in the strategic interest of the U.S. In coordination with Special Envoy for Middle East Peace, George Mitchell, NEA will remain actively engaged in working with Israeli and Palestinian partners to advance a two-state solution to the Israeli-Palestinian conflict as one component of a comprehensive regional peace. Key to this effort will be U.S. support for a Palestinian Authority government that remains committed to the Quartet's foundational principles for peace, including the recognition of Israel, renunciation of violence, and respect of previous agreements. To serve as an effective partner in peace efforts, the U.S. continues to support a future Palestinian state that is democratic, capable of providing law and order, economically prosperous, a responsible neighbor to Israel, and a source of stability and moderation in the region. The U.S. commitment to Israel's security is unshakable, and diplomatic engagement and bilateral assistance will ensure that security by reassuring the Israeli public that the U.S. envisions a future that includes two viable democratic states, Israel and Palestine, living side-by-side in peace. To foster regional support for peace efforts, the Department will remain engaged with Arab allies to build upon the constructive elements of the Arab Peace Initiative and will seek to advance all peace tracks between Israel and its neighbors. Time is of the essence in achieving this goal; the longer that the Palestinian issue remains unsolved, the more that moderate Arab leaders will feel vulnerable to charges from rejectionists that having good relations with the U.S. and supporting peaceful strategies toward Israel are both strategies that have failed to deliver.

Iran

The Department has sought to limit Iran's nuclear ambitions to the peaceful uses of nuclear energy. From the outset, the U.S. has pursued a policy of principled engagement with Iran to reach this objective through dialogue with the Iranian government based on mutual respect. The U.S. has worked closely with its allies and the international community, including the International Atomic Energy Agency, to create opportunities for Iran to build confidence within the international community in its nuclear intentions. A nuclear-armed Iran would threaten its neighbors, derail efforts for a comprehensive Middle East Peace, and pose a major threat to international security and stability.

Nevertheless, Iran's leadership continues to pursue what many suspect to be its nuclear weapons program. In spite of increased pressure from the U.S. and the broader global community, Iran flaunts its international obligations. Compounding U.S. concerns is Iran's tacit support of well-known terrorist organizations, including Hezbollah and Hamas. The U.S. is equally alarmed about Iran's disregard for the human rights of its citizens. The U.S. has made it clear that the U.S. will strongly support rights that are universal to all people, including the right to speak freely, to assemble without fear, and the right to the equal administration of justice. The U.S. condemns the Iranian government's brutal repression of opposition voices through the use of unwarranted arrests, prolonged detentions, and violence against its citizens. The U.S. further remains concerned about the Iranian government's curtailment of press freedoms and restrictions imposed on citizen access to information.

The U.S. will continue to emphasize the goal of building Iran's civil society. The opposition in Iran remains resilient in the wake of the Iranian government's crackdown, and the Department will continue to speak out on behalf of those who stand up for their rights. The U.S. will continue to nourish outlets that enable the free flow of communication— on the Internet, in journalism, and in the arts. Iran foreign assistance programs administered by NEA will support the U.S.'s engagement strategy by seeking to support areas of shared interest, while continuing to support accountability, good governance and human rights in Iran. Specifically, these programs will aim to increase access to justice, reduce corruption, increase access to uncensored information, maintain/increase public space for discussion, and improve the

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capacity of civil society to organize and advocate for issues that are important to Iranians. Programs will continue to expand the types of civil society organizations the U.S. works with, including in the fields of health, science, resource management, and education.

Regional Security

Throughout the region, the U.S. seeks to strengthen the security of allies and combat extremism while promoting inclusive politics and tolerance. In FY 2012 and beyond, the U.S. will continue to support military, law enforcement, and regulatory mechanisms to combat terrorism and terrorism finance in partnership with regional governments. Social, economic, and security cooperation are critical to improve governments' abilities to combat extremist groups and to defend against external threats. The U.S. will continue to lead multilateral efforts to discourage Iran's development of a nuclear weapons capability. The U.S. will use its influence with Arab governments to advance stability in areas outside the NEA region, particularly in South Asia and East Africa. U.S. success in pursuit of objectives within the Near East depends heavily on coordination with governments outside the region: the P5+1 (the other permanent members of the Security Council plus Germany), the Quartet, the European Union, and Japan. This includes European and Japanese support for democratic reform within the region.

In North Africa, the U.S. is working toward a stable, secure, and unified Maghreb by promoting good governance, active civil society and economic growth, and enhancing counterterrorism partnerships. The U.S. will continue to normalize and expand the relationship with Libya across all areas. The U.S. will work with partners in the Trans-Sahara Counterterrorism Partnership to strengthen their capacity to combat the conditions that produce radicalization and that encourage the activities of terrorist groups. In Lebanon, the U.S. will continue to work to strengthen the Lebanese Armed Forces and Internal Security Forces. As legitimate arms of the government, these institutions provide a counterbalance against the influence of Hezbollah.

Despite being one of the world's poorest countries, Yemen is an essential partner in the war on terror. U.S. efforts in Yemen follow a two-pronged approach, combining assistance in the fields of peace, security, and counterterrorism with development assistance and support for political reform and reconciliation. Through the Friends of Yemen process, the U.S. works with international partners to coordinate aid to Yemen and enhance its effectiveness. The Gulf Cooperation Council (GCC) countries share the U.S. vision of a stable, peaceful, and prosperous Middle East. The partnership with the GCC countries is also of vital importance to U.S. energy security. The U.S. is addressing many issues through regular consultations with the GCC plus Egypt, Jordan, and Iraq, as well as bilaterally through the Gulf Security Dialogue and other engagements.

Promoting Progress

The U.S. supports goals of political freedom, citizen engagement, and broad-based prosperity in the Near East by advocating for democracy and human rights and providing targeted programs to back up U.S. diplomacy. The Department pays particular attention to indigenous advocates of reform who are working to defend human rights, strengthen civil society, broaden political and economic participation, and open doors to women and youth. The Department relies on MEPI, which is fully integrated into U.S. policy-making processes, to develop and implement programming that realizes these core objectives and supports the work of other missions. This foreign assistance programming includes support for free and fair electoral processes, social and business entrepreneurship, civic engagement, technical assistance for legal reform and MEPI's unique local grants program.

Consistent with American values and interests, as expressed in U.S. National Security Strategy, NEA has made it a priority to work with other bureaus in the Department of State and USAID to address deficits in political openness, good governance, economic and educational opportunity, human rights, and the status of women and minorities. Political, social, and economic progress must be led by the peoples of the

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region, and these efforts merit strong U.S support through diplomacy and programming. The U.S. will continue to support courageous defenders of human rights, civil society, and democracy. U.S. educational reform efforts concentrate on increasing civic responsibility and tolerance and reaching out to vulnerable groups, especially women and youth. The U.S. will focus its programmatic efforts by MEPI and will work multilaterally, including through the G-8's Broader Middle East and North Africa Initiative.

In the Near East, trade and investment act as crucial motors for economic development and reform, contributing to overall regional stability and enhancing prospects for regional peace. Reform of trade and investment laws and policies can help the countries in the region to strengthen property rights, increase investment flows, spread knowledge, open economies, and allocate resources more efficiently; progress in these areas can also enhance political stability. The U.S., through bilateral engagement by the Office of the U.S. Trade Representative and technical assistance provided by MEPI and USAID, is helping to strengthen existing Free Trade Agreements with Bahrain, Jordan, Morocco and Oman. The U.S. also supports World Trade Organization accession for Algeria, Iraq, Lebanon, and Yemen. Increased trade will expand markets for U.S. exporters of goods and services and help the U.S. meet its goal to double U.S. exports by 2015 under the President's National Export Initiative. As Middle Eastern countries experience the material benefits of open markets, the U.S. hopes the reform process will become self-sustaining, setting these countries on the path to sustained growth and prosperity.

Promotion of Human Rights

In collaboration with other bureaus in the Department, international organizations, and non-governmental organizations, NEA will work throughout the region to encourage governments to comply with internationally accepted standards of behavior. The U.S. will promote human rights, including worker rights. U.S. ambassadors regularly raise issues of human rights concern when they meet with host country leaders, as do senior Department officials – starting with the Secretary – when those leaders visit Washington. The U.S. takes seriously the human rights objectives and implementation responsibilities of section 502B of the Foreign Assistance Act and the Leahy Law that ensure foreign assistance programs involving foreign security forces are respectful of fundamental human rights standards. In the context of movement toward a stable and comprehensive regional peace, the U.S. remains committed to the goal of a Middle East free of weapons of mass destruction and support universal adherence to the Treaty on the Nonproliferation of Nuclear Weapons and other international nonproliferation treaties and regimes. The U.S. will encourage respect for intellectual property rights and support free and fair trade and investment regimes.

The U.S. will fight trafficking in persons and protect vulnerable populations forced into trafficking schemes. Amendments included in the most recent reauthorization of the Trafficking Victims Protection Act (TVPA) provide that any country that has been ranked Tier 2 Watch List for two consecutive years (beginning with the 2009 report) will thereafter be automatically downgraded to Tier 3, unless it receives an upgrade based on the minimum standards outlined in the TVPA, or the President waives application of this provision based on national interests. NEA has seven such country rankings, including Algeria, Iraq, Lebanon, Libya, Qatar, Tunisia, and Yemen. Iran, Kuwait, and Saudi Arabia are already ranked at Tier 3. Governments of countries on Tier 3 may be subject to certain sanctions, including withholding of non-humanitarian, non-trade-related foreign assistance. The U.S. will work with host governments throughout the reporting cycle to raise awareness of human trafficking and to assist them in the implementation of anti-trafficking prevention, prosecution, and protection measures.

Public Outreach

Effective Public Diplomacy (PD) will continue to be an inherent and crucial part of U.S. efforts to support regional reform and increased understanding for U.S. policies and intentions in the region. Robust PD outreach will highlight respect for regional culture, faith, and traditions through cultural, education and

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information programs with those whose positive exchange experience can impact wider segments of society. The U.S. must emphasize its enduring commitment to the region, including support for a two-state solution to the Israeli-Palestinian conflict, the security of U.S. partners, and reform in the Arab world. U.S. messages will seek to correct the widespread misperception that the West, and especially the U.S., is hostile to Arabs, Iranians, or Muslims. U.S. officials speaking directly to regional audiences on Middle East television is a key element of this effort, as is work with domestic civil society groups that have regional links in order to increase understanding and solicit ideas to help inform U.S. policies.

Iraq Operations

The request for Iraq Operations is discussed in detail in a separate chapter.

Performance

Joint military exercises help to encourage greater interoperability and preparedness, which adds a vital military component to U.S. efforts to increase cooperation among partners in the region. The exercise program in the Near East Asia (NEA) region remains very robust. Three Unified Combatant Commands (COCOMs), including the U.S. Central Command, African Command, and European Command, executed 46 bilateral and 15 multilateral exercises across the NEA region in FY 2010. NEA posts, Offices of Security Cooperation, and Defense Attaché Offices actively promoted and in many cases facilitated execution of these exercises. Of the 18 countries covered by NEA, the bureau supports and promotes active military-to-military engagement and security cooperation programs with 16 countries.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY						
Strategic Priority	Security Cooperation and Security Sector Reform					
Indicator	Estimated number of bilateral and multilateral joint military exercises in the Near East region.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	85 [Baseline]	77	113	85-87	85-87	85-87
New Indicator, No Rating		◁▷ Improved But Not Met	▲ Above Target			
Reason for Exceeding Target	Targeted level of performance was an estimate. No changes are being made to the program.					
Impact	Increased participation in FY 2010 (113 engagements) over FY2009 (77 engagements) was primarily due to the substantial increase in both the number of multilateral events, as well as the number of participants in the multilateral exercises, in FY 2010 versus 2009. Rating and results not available to determine impact.					
Methodology	NEA informally coordinated with relevant exercise points of contact for U.S. Central Command, U.S. Africa Command, and U.S. Special Operations Command. The Department will transition to a better and more enduring way to do so via the existing exercise coordination mechanism established between the Bureau of Political-Military Affairs Office of International Security Operations and the Joint Staff.					
Data Source and Quality	Action officers at the Combatant Command Joint sections maintain records of joint military exercises undertaken in the region. These are highly reliable, but some numbers had to be estimated due to lack of immediate and timely data.					

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The Office of the Special Envoy for Middle East Peace and the Bureau of Near Eastern Affairs will work to help facilitate the establishment of an independent Palestinian state living side by side with Israel in peace and security. The two-state solution is central to the President’s stated goal of comprehensive peace in the Middle East, defined as peace between Israel and the Palestinians, Israel and Syria, Israel and Lebanon, and the normalization of relations between Israel and all its neighbors. In pursuit of this goal, it will be important to have robust institutional development activities to promote government effectiveness and transparency, improve the Palestinian economy, and promote the rule of law, including security sector reforms.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY						
Strategic Priority	Conflict Prevention, Mitigation, and Response					
Indicator	Increased ability to maintain law and order in the West Bank and Gaza, as measured by the World Bank Governance Indicator					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
25.2	22 [Baseline]	44.8	Data available in late 2011	30	35	50
New Indicator, No Rating	New Indicator, No Rating	Data Not Yet Available, No Rating	Data Not Yet Available, No Rating			
Impact	U.S. diplomacy and assistance in fostering greater rule of law in the West Bank has contributed to this marked improvement. Rating and results not available to determine impact.					
Methodology	The World Bank has compiled the results of dozens of separate studies and indices, weighting them by level of accuracy and completeness of the surveys.					
Data Source and Quality	World Bank Governance Indicators (http://info.worldbank.org/governance/wgi/sc_chart.asp). The World Bank has provided detailed background notes online on their data collection and statistical methods.					

Anti-Money Laundering and Combating Terrorism Financing (AML/CTF) legal and regulatory regimes are needed across the region in order to reduce the potential for huge sums of tainted funds to destabilize economies, support illicit activities, and corrupt governments. The State Department works closely with partners in the region to promote the establishment and implementation of AML/CTF regimes and an annual report is issued detailing progress in this area. Membership in the Egmont Group with the establishment of a Financial Intelligence Unit (FIU) indicates that governments are willing to share information and pass anti-terrorist finance legislation.

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STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY						
Strategic Priority	Counterterrorism					
Indicator	Number of total NEA countries with FIU's that meet the standards of the Egmont Group.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
7 [Baseline]	7	8	8	12	13	13
New Indicator, No Rating	▼ Below Target	▼ Below Target	▼ Below Target			
Steps to Improve	Missions will meet with host government officials to stress the importance of developing FIUs that meet the standards of the Egmont Group.					
Impact	The unregulated or poorly monitored flow of funds to terrorist organizations permits those organizations to continue to mount operations against the U.S. Government and partner governments throughout the world.					
Methodology	The annual International Narcotics Control Strategy Report is compiled by the State Department based on reporting from Embassies and information from the Egmont Group.					
Data Source and Quality	The annual International Narcotics Control Strategy Report, Volume 2: Money Laundering and Financial Crimes. FY 2009 result is preliminary through June 2009. Complete FY 2009 result data are expected in late 2010. The Data Quality Assessment revealed no significant data limitations.					

The American and Iraqi people share a common goal of an Iraq that is sovereign, stable and self-reliant. For this to occur, governance at all levels in Iraq must be politically stable, demonstrably effective, and accountable to its people. The U.S. is engaged in promoting peaceful elections and transitions of power, and the resolution of territorial issues through the process of negotiations. Training efforts foster improved responsiveness and transparency in the actions of local authorities, and the strengthening of the judiciary within the country. These are all necessary, but not sufficient, requirements for a successful transition to Iraqi self-rule.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Good Governance					
Indicator	Stable, Effective, and Accountable Governance in Iraq as measured by World Bank Governance Indicators of: Political Stability; Government Effectiveness; Rule of Law, and; Control of Corruption, respectively (scale range from approximately -2.5 to +2.5).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
-2.81; -1.67; -2.04; -1.45	-2.69; -1.41; -1.87; -1.48	-2.33; -1.26; -1.83; -1.38	Data available in late 2011	-2.49; -1.01; -1.67; -1.46	-2.39; -0.86; -1.57; -1.41	-2.30; -0.83; -1.50; -1.38
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	Data Not Yet Available, No Rating			
Impact	FY 2010 result and rating not yet available to determine impact. U.S. assistance in these areas has resulted in marked improvement along all of these indicators.					

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Methodology	Extensive information on the methodology of the World Bank Governance Indicators may be found on their web site (http://info.worldbank.org/governance/wgi/sc_chart.asp).
Data Source and Quality	The World Bank compiles and publishes annual indicators in its World Bank Governance Indicators. Each indicator is based on multiple sources and surveys, which are weighted on accuracy and level of completeness. The indicators are based on calendar year, and published in September of the following year. The World Bank provides detailed backgrounds notes online describing the data collection and statistical analysis methods. These methods have been thoroughly researched and professionally analyzed.

The sustainable return and reintegration of refugees and internally displaced persons is an indication that Iraq is becoming increasingly secure and stable. As these Iraqis reintegrate into society, they also contribute to economic growth and development. Many displaced Iraqis cite security conditions as a key factor in their decision to return to their original communities. Data suggests that returnees have felt much safer in their locations of return in 2009 and 2010 than in previous years and will thus likely stay and reintegrate. Successful returns may encourage other displaced Iraqis to return as well, though a variety of security, political, economic and social factors impact overall returnee rates.

STRATEGIC GOAL: PROVIDING HUMANITARIAN ASSISTANCE						
Strategic Priority	Protection, Assistance, and Solutions					
Indicator	NEW APP INDICATOR: Percentage of internally displaced persons and refugee returnees surveyed who responded that they feel safe in their location of return					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
9.1 percent	65.2 percent	80.9 percent	80.4 percent [Baseline]	[Baseline Year]	82 percent	84 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	Positive perceptions of safety among returnees likely contribute to sustained return and reintegration and may spur additional returns.					
Methodology	International Organization on Migration (IOM) conducts in-depth needs assessment interviews with returnees in cooperation with the Ministry of Displacement and Migration and local authorities. Since 2007, IOM has included a question on perceived safety in its interviews and reports.					
Data Source and Quality	Surveys conducted by the IOM and the Government of Iraq. Data reporting has recently been clarified. Prior and current year results have been verified and validated.					

Yemen presents particular challenges to countering extremism. U.S. Government is working to maintain stability, increase the government's capacity to combat violent extremist organizations, and prevent the establishment of safe havens for terrorists. The Department does so through diplomatic, law enforcement and intelligence cooperation.

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STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Counterterrorism		
Indicator	NEW APP INDICATOR: Degree of stability in Yemen as measured by the Yemeni Government's capacity to combat extremist organizations and prevent the establishment of safe-havens for terrorists in Yemen, and increase public confidence in government services.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◁▷ Improved But Not Met
TARGETS AND RESULTS			
FY 2012 Target	Yemeni security forces will conduct 30 operations that result in the disruption of terrorist attacks, or the capture or killing of al-Qaida in the Arabian Peninsula (AQAP) suspects, pirates, or other violent extremists Percentage of respondents reporting that the government is responding to their needs increases by 10 percent from FY 2011 in targeted communities.		
FY 2011 Target	Yemeni security forces will conduct 20 operations that result in the disruption of terrorist attacks, or the capture or killing of AQAP suspects, pirates, or other violent extremists Percentage of respondents reporting that the government is responding to their needs increases by 5 percent from FY 2010 in targeted communities.		
FY 2010 Target	Yemeni security forces will conduct operations that resulted in the disruption of terrorist attacks, or the capture or killing of AQAP suspects, pirates, or other violent extremists In the baseline year, USAID establishes its monitoring and evaluation mechanisms in communities targeted by the Responsive Government Project and the Community Livelihoods Project.		
FY 2010 Rating and Result	Rating: Improved But Not Met Yemeni security forces conducted four operations that resulted in the disruption of terrorist attacks, or the capture or killing of AQAP suspects, pirates, or other violent extremists. -USAID worked during the second half of FY10 to establish the performance monitoring plan (PMP) and M&E mechanisms for implementers and the USAID Mission. The PMP was submitted to Washington in October 2010, which effectively defined and launched USAID/Yemen's M&E efforts for at least the next three years.		
Impact	The ROYG has demonstrated marked improvement in CT operations and cooperation with the USG in the last year. However, the capacity of ROYG counterterrorism and security forces remains limited, which affects operations and stability in many regions of the country Rating and results not available to determine impact.		
FY 2009 Rating and Result	Rating: New Indicator, No Rating		
FY 2008 Rating and Result	Rating: New Indicator, No Rating		
FY 2007 Rating and Result	Rating: New Indicator, No Rating		
VERIFICATION AND VALIDATION			
Methodology	On a daily basis the U.S. Embassy in Yemen and the Bureau for Near Eastern Affairs monitors events in Yemen and consults with other Department and USG officials on U.S. policy.		
Data Source and Quality	Reporting from the Embassy in Yemen. The Data Quality Assessment revealed no significant data limitations.		

D&CP – BUREAU OF NEAR EASTERN AFFAIRS

Justification of Request

The Department's FY 2012 request of \$356.964 million for NEA maintains current services and includes a reduction of \$3.5 million in efficiency savings. The request also includes an increase of \$26.3 million to restore funding for consular operations. The request is \$34.079 million above the FY 2010 Actual level.

New Consulate Compound (NCC) – Dubai: \$500,000

The NEA request includes \$500,000 for the annualization of the costs related to increased ICASS staffing, utilities and maintenance costs for the NCC in Dubai opening in late FY 2011.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	404	108	927	441	1,880	145,922	176,963	322,885
FY 2011 CR	404	108	927	441	1,880	153,913	177,785	331,698
FY 2012 Built-in Changes								
Domestic Inflation	0	0	0	0	0	129	0	129
Efficiency Savings	0	0	0	0	0	(3,500)	0	(3,500)
Overseas Price Inflation	0	0	0	0	0	1,836	0	1,836
Restoration of Consular Operations	0	0	0	0	0	14,338	11,963	26,301
Total Built-in Changes	0	0	0	0	0	12,803	11,963	24,766
FY 2012 Current Services	404	108	927	441	1,880	166,716	189,748	356,464
FY 2012 Program Changes								
NCC Costs: Dubai	0	0	0	0	0	500	0	500
Total Program Changes	0	0	0	0	0	500	0	500
FY 2012 Request	404	108	927	441	1,880	167,216	189,748	356,964

D&CP – BUREAU OF NEAR EASTERN AFFAIRS

Staff by Program Activity (positions)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	89	89	89
Conduct of Diplomatic Relations	647	647	647
Diplomatic Security	99	99	99
Domestic Administrative Support	26	26	26
Information Resource Management	134	134	134
Multilateral Diplomacy	132	132	132
Overseas Program Support	140	140	140
Policy Formulation	50	50	50
Public Diplomacy	122	122	122
Total	1,439	1,439	1,439

Funds by Program Activity (\$ in thousands)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	20,042	20,711	22,556
Conduct of Diplomatic Relations	134,868	139,015	151,199
Diplomatic Security	22,315	23,062	25,116
Domestic Administrative Support	5,656	5,839	6,355
Information Resource Management	28,919	29,845	32,479
Multilateral Diplomacy	26,042	26,789	29,109
Overseas Program Support	32,360	33,471	36,466
Policy Formulation	9,865	10,148	11,025
Public Diplomacy	42,818	42,818	42,659
Total	322,885	331,698	356,964

D&CP – BUREAU OF NEAR EASTERN AFFAIRS

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Consular Relations	59	30	33	122	10,829	11,727	22,556
Conduct of Diplomatic Relations	332	315	96	743	65,950	85,249	151,199
Diplomatic Security	0	99	37	136	12,072	13,044	25,116
Domestic Administrative Support	26	0	7	33	2,929	3,426	6,355
Information Resource Management	7	127	33	167	14,823	17,656	32,479
Multilateral Diplomacy	0	132	0	132	11,717	17,392	29,109
Overseas Program Support	37	103	63	203	18,019	18,447	36,466
Policy Formulation	35	15	0	50	4,437	6,588	11,025
Public Diplomacy	16	106	172	294	26,440	16,219	42,659
Total	512	927	441	1,880	167,216	189,748	356,964

Staff by Domestic Organization Unit (positions)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Arabian Peninsula	5	7	7
Office of Egypt and Levant Affairs	8	14	14
Office of Executive Director	67	87	87
Office of Iranian Affairs	7	11	11
Office of Iraq Affairs	309	237	237
Office of Israel and Palestinian Affairs	13	17	17
Office of Maghreb Affairs	13	17	17
Office of Partnership Initiative	21	33	33
Office of Press and Public Diplomacy	15	23	23
Office of Public Diplomacy	29	16	16
Office of Regional Affairs	15	19	19
Office of the Assistant Secretary	23	31	31
Total	525	512	512

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Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Arabian Peninsula	809	1,107	2,989
Office of Egypt and Levant Affairs	1,706	2,427	2,795
Office of Executive Director	5,119	10,829	9,291
Office of Iranian Affairs	809	1,673	3,166
Office of Iraq Affairs	195	3,891	4,373
Office of Israel and Palestinian Affairs	1,818	2,214	2,696
Office of Maghreb Affairs	1,930	2,376	2,838
Office of Partnership Initiative	2,039	4,405	4,887
Office of Press and Public Diplomacy	1,706	3,124	3,528
Office of Public Diplomacy	4,718	5,226	5,206
Office of Regional Affairs	1,453	2,206	2,688
Office of the Assistant Secretary	2,127	3,890	4,372
Total	24,429	43,368	48,829

Staff by Post (positions)

Bureau of Near Eastern Affairs	FY 2010 Actual			FY 2011 CR			FY 2012 Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Algeria, Algiers	22	10	32	23	10	33	23	10	33
Bahrain, Manama	22	16	38	23	16	39	23	16	39
Egypt, Cairo	72	76	148	75	76	151	75	76	151
Iraq, Baghdad	251	0	251	251	0	251	251	0	251
Israel, Jerusalem	42	20	62	41	20	61	41	20	61
Israel, Tel Aviv	63	74	137	63	74	137	63	74	137
Jordan, Amman	55	33	88	56	33	89	56	33	89
Kuwait, Kuwait	34	16	50	35	16	51	35	16	51
Lebanon, Beirut	30	21	51	31	21	52	31	21	52
Libya, Tripoli	20	0	20	20	0	20	20	0	20
Morocco, Rabat	42	33	75	44	33	77	44	33	77
Oman, Muscat	24	10	34	25	10	35	25	10	35
Qatar, Doha	22	7	29	24	7	31	24	7	31
Saudi Arabia, Riyadh	70	42	112	69	42	111	69	42	111

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Bureau of Near Eastern Affairs	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Syria, Damascus	30	26	56	30	26	56	30	26	56
Tunisia, Tunis	31	26	57	33	26	59	33	26	59
United Arab Emirates, Abu Dhabi	55	20	75	55	20	75	55	20	75
Yemen, Sanaa	29	11	40	29	11	40	29	11	40
Total	914	441	1,355	927	441	1,368	927	441	1,368

Funds by Post (\$ in thousands)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Algeria, Algiers	11,661	12,255	13,051
Bahrain, Manama	13,717	14,592	15,169
Egypt, Cairo	32,976	35,508	36,452
Iraq, Baghdad	435	0	0
Israel, Jerusalem	23,198	16,062	16,715
Israel, Tel Aviv	34,239	23,073	23,737
Jordan, Amman	18,055	18,888	21,238
Kuwait, Kuwait	12,601	13,109	13,909
Lebanon, Beirut	10,083	10,089	10,874
Libya, Tripoli	17,022	17,572	18,266
Morocco, Rabat	15,619	15,512	16,411
Oman, Muscat	8,986	9,627	10,184
Qatar, Doha	9,451	9,704	10,092
Saudi Arabia, Riyadh	26,542	27,673	30,364
Syria, Damascus	15,613	16,047	17,075
Tunisia, Tunis	14,567	14,516	15,641
United Arab Emirates, Abu Dhabi	24,263	23,840	27,727
Yemen, Sanaa	9,428	10,263	11,230
Total	298,456	288,330	308,135

D&CP – BUREAU OF NEAR EASTERN AFFAIRS

Funds by Object Class (\$ in thousands)

Bureau of Near Eastern Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	169,138	178,342	197,286
1200 Personnel Benefits	49,156	50,209	53,133
1300 Benefits Former Personnel	284	344	355
2100 Travel & Trans of Persons	10,607	9,913	9,901
2200 Transportation of Things	2,506	2,600	2,596
2300 Rents, Comm & Utilities	8,172	10,746	11,669
2400 Printing & Reproduction	300	294	427
2500 Other Services	56,033	54,125	54,131
2600 Supplies and Materials	5,794	6,088	6,556
3100 Personal Property	13,417	16,939	18,729
4100 Grants, Subsidies & Contrb	7,418	2,030	2,112
4200 INS Claims & Indemnities	60	68	69
Total	322,885	331,698	356,964

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D&CP – BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	914	832	832
Funds	822,957	177,098	206,333

*SCA D&CP includes funding for Overseas Contingency Operations (OCO) in FY 2010 and excludes funding for OCO in FY 2011 and FY 2012, which is shown in a separate OCO table.

Program Description

Home to over two billion people and over one-fourth of the world's population, South and Central Asia is a region of great promise and opportunity, as well as the most serious threat to U.S. national security. While the U.S. aims to disrupt, dismantle, and defeat al-Qaida and eliminate its safe havens in Pakistan and Afghanistan, the U.S. also seeks to buttress the welfare of the region through a comprehensive strategy that addresses the root causes of violent extremism and instability. A strong, secure partnership with a rising India will anchor the spread of prosperity and stability, as the U.S. works with Bangladesh, Sri Lanka, and Nepal to put political strife and poverty in the past. New comprehensive dialogues with each of the Central Asian republics will complement their critical role in supporting the Afghanistan operations and also enhance the bilateral relationship, while creating trade routes and linkages that will help integrate the region.

Success in the region depends on the ability to bolster the civilian institutions that can prevent extremism and conflict. The U.S. will focus programs on the nearly 50 percent of the population under age 26. The U.S. will bolster the democratic institutions throughout the region, particularly in those nascent or reborn democracies, such as Maldives and Kyrgyzstan, where new governments could contribute to U.S. objectives. Easier access to better quality education, from kindergarten to graduate school, will give the large population of school-age youth the vocation and analytical tools to participate as full members of society. More economic opportunities and intra-regional trade will help alleviate poverty, build markets, and combat extremism. Focused campaigns against HIV/AIDS, polio, and tuberculosis will raise health standards. A focus on empowering women, through activities such as entrepreneurship conferences, literacy classes, and maternal health programs, will help them strengthen their families and communities.

The South and Central Asia (SCA) Bureau's FY 2012 foreign assistance and operational resource request reflects the U.S. commitments to stabilize Afghanistan and Pakistan, establish a lasting partnership with India, position ourselves as a positive force in Central Asia, and fortify democratic institutions throughout the region.

Deepen the Strategic Partnership with India

The friendship between the U.S. and India, a defining partnership for the 21st century, has climbed on an upward trajectory for more than a decade in both countries. While India emerges as a regional powerhouse, the U.S. will encourage India's growing role as a global partner, particularly in climate change, food security and nonproliferation. The U.S. plans to buttress the Indian government's initiative to counter external threats, provide more economic opportunities, better health care, and more accessible education. The U.S. will build military-to-military ties with more exercises and significant defense sales, and increase two-way trade and investment opportunities, broader people-to-people exchanges, and closer collaboration on clean energy and climate change. In short, the breadth and depth of the India partnership requires additional resources for FY 2012 above the FY 2010 level.

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Promote Security and Stability in South and Central Asia

Promoting region-wide stability supports U.S. efforts in Afghanistan and Pakistan, as these efforts are facilitating transit of U.S. troops and supplies, eliminating unstable pockets where terrorists can take refuge, and ensuring that the fight remains focused on al-Qaida and the Taliban. With regard to facilitating transit of U.S. troops and supplies, a crucial component of achieving stability in Afghanistan is regional support for the Northern Distribution Network, which supplies a growing percentage of provisions for the military effort in Afghanistan. Bilateral relationships with the Central Asian countries are usually far from the headlines, but challenges in this region are critical on a number of levels. The nations of Central Asia provide important supply routes, and in Kyrgyzstan, an installation to facilitate troop transport and support refueling missions for coalition forces in Afghanistan. Cultivating broad and long-lasting bilateral relationships with these countries is the only way to gain their long-term support for U.S. efforts in Afghanistan. With regard to eliminating unstable pockets in the region where terrorists can take refuge, the Department's FY 2012 regional security assistance request will address cross-border challenges in the areas of counter-terrorism and law enforcement.

Stability in South Asia will bolster U.S. efforts in Pakistan and Afghanistan as well. The U.S. must do all it can to prevent another Mumbai-scale attack, so that Pakistan can focus on the more critical threat from extremists on its western border. While India and Pakistan will determine the pace and scope of their bilateral dialogue, U.S. actions with regard to in both countries and the region will create the conditions to facilitate a better relationship between the two rivals. U.S. law enforcement, border security, and information-sharing activities in Bangladesh, Nepal, Maldives, and Sri Lanka will also prevent terrorist groups from finding havens from which to launch operations.

Strengthen Peace and Prosperity in States Emerging from Conflict

South and Central Asia features several countries experiencing critical political transitions, which together have the potential to transform the landscape and advance U.S. interests. In Nepal and Sri Lanka, the U.S. will work to support peace processes in post-conflict scenarios. In both countries, a successful reconciliation and healing process will help ensure an end to terrorism and open the way for a future of prosperity, opportunity and hope for populations that have known violence and uncertainty for decades. Foreign assistance programs in both countries seek to support transition to sustainable peace, stability, and prosperity by increasing economic opportunity, supporting rule of law, encouraging resettlement and integration, and facilitating movement towards democracy. The April 2010 revolution in Kyrgyzstan created a window of opportunity to help establish a functioning democracy in Central Asia. The Kyrgyz government's current fragility calls for a long term U.S. commitment to the people of Kyrgyzstan as they endeavor to invigorate democracy for their society. Continued assistance to Kyrgyzstan will help bolster the economic opportunities and build the institutions that enhance democratic transitions.

Increase Public Support for U.S. Policy Objectives

Public diplomacy activities will have two goals: (1) inspire those in the region to become catalysts for positive change and (2) instill the concept of the United States that represents economic and educational opportunity, societal progress and long-term, democratic stability. The U.S. will expand strategic communications efforts in Pakistan and Afghanistan to counter extremism and empower moderate voices throughout the region. More prevalent local language programming will connect Tamil, Bengali, Russian, Urdu and other language speakers, aiding the achievement of Department objectives. Building on the 2010 Entrepreneurship Summit, the U.S. will expand entrepreneurial outreach to the region through a regional entrepreneurial prize and the Secretary's Global Entrepreneurship Program, which will help identify, mentor, and provide networking opportunities to local entrepreneurs in Muslim communities and beyond. While the U.S. will continue to expand U.S. investment in new exchange participants, SCA and the Bureau of Educational and Cultural Affairs will focus much more on

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cultivation of the more than 30,000 alumni of U.S. exchange programs across the SCA region through an enhanced alumni network, sponsored alumni activities, and competitive alumni grants programs that will serve as seed money for valuable civilian projects. In practical terms, these activities will build long-term relationships with populations invested in a strong relationship with the U.S.

Advance and Institutionalize Democratic Reform at the Regional and Local Levels

South and Central Asian security requires effective democratic governance that fosters political, economic and social stability over the long term. Region-wide, democratic reform programs help build government capacity to operate in a more accountable and transparent manner and to better deliver basic services. The U.S. is working to strengthen rule of law, increase respect for human rights, support independent media, create civil societies that advocate effectively for citizens' rights and participation, promote fair and open political processes, and empower women as agents of change.

As part of U.S. efforts to fight corruption and empower women, the U.S. will concentrate on countering trafficking in persons, which blights all countries in the region. Combating this scourge is a Department priority. Joint efforts of U.S. embassies, consulates, and the Office to Combat Trafficking in Persons have helped combat sex trafficking and increased awareness of labor trafficking. The U.S. will continue to engage regional host governments to highlight the risks of trafficking, encourage law enforcement efforts to punish and deter traffickers, and address the underlying social and economic issues that allow trafficking to flourish.

Promote Economic Opportunity and Integration

Economic links can increase regional stability, which in turn creates an environment for prosperity to grow. However, South and Central Asia is currently one of the least economically integrated regions in the world. The U.S. will continue to promote and assist intra-regional trade, transportation, infrastructure development, and energy links—all of which can provide new jobs, spur economic growth, and enhance the quality of life in the region. The Department will continue to work with other bilateral donors and multilateral organizations to develop complementary programs in trade facilitation and shared infrastructure and to address the underlying issues of trans-boundary natural resource management and entrepreneurship, workforce and business development, which are required to build a strong base for regional economic cooperation. The President's Global Hunger and Food Security Initiative and the Global Climate Change Initiative are major components of U.S. economic growth programs.

The U.S. will also develop public-private partnerships to extend the reach of assistance programs, enhance sustainability, and create the opportunity to highlight publicly the complementary role that the private sector plays in the economic growth sector. Programs will concentrate on empowering women, which is the key to lifting the income and well-being of families.

Improve Quality and Access to Education

South and Central Asia is a region of young people, with half the populations of most countries under the age of 26. Increasing the quality of, and access to, basic education is among the strongest policy tools. In addition to basic education, the U.S. will focus on professional development and English language training to create a more skilled workforce. More accessible and relevant vocational programs will provide employment skills for out of school youth. Finally, using regional assistance funds, the Department will promote innovative public private partnerships that expand access to a quality education in the region. The U.S. aims to harness the potential of technology to improve teaching and learning, by, for example, developing mobile education applications for cell phones. Other public-private partnerships will support cutting edge strategies to fill a key gap by scaling up the development and distribution of children's books through promoting digital, multi-platform publishing.

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Build Institutional Capacity to Deliver Health Services and Control Infectious Diseases

The HIV/AIDS pandemic has created a health crisis throughout the region, especially in India. Drug-resistant tuberculosis and polio have stubbornly persisted despite eradication efforts. Access to essential health services, especially for women and children, continues to be limited, especially in resource-poor areas. In line with the President's Global Health Initiative (GHI), SCA will implement assistance programs that help to ensure that the governments of South and Central Asia are equipped to respond to health challenges in keeping with international best practices on prevention, detection, treatment, care, and support. Nepal and Bangladesh were named among the first eight GHI plus countries. As such they will receive additional financial resources to accelerate implementation of the GHI. GHI Plus countries will provide opportunities for the U.S. to learn how to build upon and strengthen existing country-owned delivery platforms, as well as how to use various programmatic inputs to deliver results in collaboration with our partners.

Build an Efficient and Effective Support Platform Overseas and Domestically

With the resources provided in FY 2010, the South and Central Asia Bureau significantly increased its capacity, to include adding 443 new positions in Afghanistan and another 56 positions supporting counterterrorism efforts throughout the region, expanding partnership initiatives with India, promoting rule of law and human rights goals in Central Asia, increasing public diplomacy outreach, and enhancing management platforms to support interagency programmatic growth.

For FY 2012, the Department will continue to direct resources towards Missions in Afghanistan and Pakistan to ensure those Missions have appropriate staffing, equipment, and secure facilities to meet U.S. goals. The FY 2012 request will target opportunities to increase economic engagement and extend public diplomacy efforts, and ensure Mission support platforms are appropriately staffed for planned interagency growth. The U.S. will continue to offer competitive compensation packages for locally engaged staff, in order to recruit and retain a highly qualified workforce overseas. Overseas Missions will strive for the most cost-effective and efficient management operations by focusing on customer service, rightsizing, regionalization, and off shoring initiatives. On facilities, SCA will continue to work closely with the Bureau of Overseas Buildings Operations to advance capital construction projects, especially multiple office and housing projects in Pakistan and Afghanistan critical to keeping people safe and accomplishing U.S. missions there.

Focus on Women's Empowerment in the Political, Economic and Social Spheres

Gender inequality is of particular concern in the South and Central Asia region. The U.S. will continue to seek opportunities to empower women in every goal and leverage their potential to elevate whole populations. U.S. assistance-for microfinance, entrepreneurship, practical job skills training and national and regional business and trade associations will prioritize women. Increasing access to quality education for women and girls is a cornerstone of gender efforts. Girls are often unable to attend school due to families' economic needs and cultural norms. U.S. programs promote higher literacy rates for girls, increased access to books, and school attendance by involving parents and communities. In addition to local governance and democracy programs that feature women's participation, U.S. missions will continue to collaborate closely with the Democracy, Human Rights, and Labor Bureau and civil society manage assistance programs that promote increased female participation in elections and to prepare women to be viable candidates and skilled politicians. As the U.S. implements GHI in SCA countries, the U.S. will improve the health of women, newborns, and children through programs that address infectious disease, nutrition, maternal and child health, and safe water.

Global Engagement Based on Mutual Respect

In his "New Beginning" speech in Cairo on June 4, 2009, President Obama affirmed the U.S. commitment to broader engagement with Muslim communities through innovative public private partnerships, job creation and workforce development programs, educational opportunities, science and

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technology, empowering women, and civil society and community development. Diplomatic and bilateral development efforts in SCA countries, most of which feature a Muslim majority, directly support this commitment.

The Department will continue to expand educational partnerships and exchanges that focus on moderate Muslims. A public diplomacy grant to the International Center for Religion and Diplomacy will develop pilot Madrassa Teacher Training Institutes in Pakistan, India, Bangladesh and Kazakhstan. SCA recently implemented an assistance project designed by regional scholars and activists, including both men and women, on the rights of women under Islam. FY 2012 assistance programs will sustain support for Islamic scholars from Afghanistan, Pakistan, and Bangladesh to prepare a curriculum for community leaders and clerics on human and women’s rights and the compatibility of these universal principals with Islamic teachings and principles. The Department anticipates expanding engagement in the areas of entrepreneurship, job skills, education innovation, women’s empowerment, and Public Diplomacy in FY 2012 to help realize the President’s vision.

Justification of Request

The Department’s FY 2012 request of \$206.333 million for SCA includes a reduction of \$3.046 million in efficiency savings in administrative costs, the restoration of \$29.125 million in consular operations funding, and the reallocation of \$846.946 million in funding for Afghanistan and Pakistan to Overseas Contingency Operations. The request is \$616.624 million below the FY 2010 Actual level, which included all funding for Afghanistan and Pakistan. The FY 2012 request retains \$51.5 million for the enduring costs of the Afghanistan (\$31.9 million) and Pakistan (\$19.6 million) missions.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	172	49	693	573	1,487	707,267	115,690	822,957
FY 2011 CR	172	49	611	573	1,405	72,446	104,652	177,098
FY 2012 Built-in Changes								
Domestic Inflation	0	0	0	0	0	271	0	271
Efficiency Savings	0	0	0	0	0	(3,046)	0	(3,046)
Overseas Price Inflation	0	0	0	0	0	1,003	0	1,003
Restoration of Consular Operations	0	0	0	0	0	15,844	13,281	29,125
Total Built-in Changes	0	0	0	0	0	14,072	13,281	27,353
FY 2012 Current Services	172	49	611	573	1,405	86,518	117,933	204,451
FY 2012 Program Changes								
PD Outreach	0	0	0	0	0	1,882	0	1,882
Total Program Changes	0	0	0	0	0	1,882	0	1,882
FY 2012 Request	172	49	611	573	1,405	88,400	117,933	206,333

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Staff by Program Activity (positions)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	35	35	35
Conduct of Diplomatic Relations	559	477	477
Diplomatic Security	25	25	25
Domestic Administrative Support	53	53	53
Information Resource Management	21	21	21
Overseas Program Support	50	50	50
Policy Formulation	60	60	60
Public Diplomacy	111	111	111
Total	914	832	832

Funds by Program Activity (\$ in thousands)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	10,373	13,829	23,550
Conduct of Diplomatic Relations	687,513	85,080	92,792
Diplomatic Security	7,245	4,112	5,315
Domestic Administrative Support	11,516	7,513	9,437
Information Resource Management	9,717	4,593	6,194
Overseas Program Support	23,845	11,155	15,083
Policy Formulation	13,041	8,505	10,680
Public Diplomacy	59,707	42,311	43,282
Total	822,957	177,098	206,333

Program Activities

Department Of State	Positions				Funds (\$ in thousands)		
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Consular Relations	15	20	29	64	10,909	12,641	23,550
Conduct of Diplomatic Relations	97	380	198	675	29,934	62,858	92,792

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Department Of State	Positions				Funds (\$ in thousands)		
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Diplomatic Security	0	25	19	44	2,000	3,315	5,315
Domestic Administrative Support	53	0	0	53	2,409	7,028	9,437
Information Resource Management	2	19	54	75	3,409	2,785	6,194
Overseas Program Support	0	50	136	186	8,453	6,630	15,083
Policy Formulation	40	20	0	60	2,726	7,954	10,680
Public Diplomacy	14	97	137	248	28,560	14,722	43,282
Total	221	611	573	1,405	88,400	117,933	206,333

Staff by Domestic Organization Unit (positions)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Central Asian Affairs	10	10	10
Office of Executive Director	45	45	45
Office of India, Nepal, Sri Lanka, Maldives Is., Bhutan, & Bangladesh Affairs	25	25	20
Office of Pakistan & Afghanistan Affairs	64	64	64
Office of Public Diplomacy	33	33	33
Office of Regional Affairs	29	29	29
Office of the Assistant Secretary	15	15	15
Total	221	221	216

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Central Asian Affairs	5,579	5,844	6,281
Office of Executive Director	4,133	200	7,905
Office of India, Nepal, Sri Lanka, Maldives Is., Bhutan, & Bangladesh Affairs	4,635	3,017	5,800
Office of Pakistan & Afghanistan Affairs	27,655	6,409	7,430
Office of Public Diplomacy	6,614	5,022	5,481
Office of Regional Affairs	4,686	3,069	3,281
Office of the Assistant Secretary	5,021	2,963	4,563
Total	58,323	26,524	40,741

D&CP – BUREAU OF SOUTH AND CENTRAL ASIAN AFFAIRS

Staff by Post (positions)

Bureau of South and Central Asian Affairs	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Afghanistan Interagency Operation Group	0	0	0	0	0	0	5	0	5
Afghanistan, Kabul	181	22	203	177	22	199	177	22	199
Bangladesh, Dhaka	32	33	65	32	33	65	32	33	65
India, Chennai (CG)	17	41	58	17	41	58	17	41	58
India, Hyderabad	10	0	10	10	0	10	10	0	10
India, Kolkata (CG)	11	32	43	11	32	43	11	32	43
India, Mumbai (CG)	21	53	74	21	53	74	21	53	74
India, New Delhi	84	182	266	84	182	266	84	182	266
Kazakhstan, Almaty	8	6	14	8	6	14	8	6	14
Kazakhstan, Astana	29	5	34	29	5	34	29	5	34
Kyrgyzstan, Bishkek	24	8	32	24	8	32	24	8	32
Nepal, Kathmandu	27	24	51	27	24	51	27	24	51
Pakistan, Islamabad	118	124	242	40	124	164	40	124	164
Pakistan, Karachi (CG)	17	0	17	17	0	17	17	0	17
Pakistan, Lahore (CG)	13	0	13	13	0	13	13	0	13
Pakistan, Peshawar (CN)	9	0	9	9	0	9	9	0	9
Sri Lanka, Colombo	27	25	52	27	25	52	27	25	52
Tajikistan, Dushanbe	20	5	25	20	5	25	20	5	25
Turkmenistan, Ashgabat	20	4	24	20	4	24	20	4	24
Uzbekistan, Tashkent	25	9	34	25	9	34	25	9	34
Total	693	573	1,266	611	573	1,184	616	573	1,189

Funds by Post (\$ in thousands)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Afghanistan, Kabul	573,384	29,753	30,487
Bangladesh, Dhaka	8,802	8,308	9,446
India, Chennai (CG)	7,477	9,471	10,516
India, Hyderabad	2,305	6,192	6,351
India, Kolkata (CG)	3,452	4,902	5,422

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Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
India, Mumbai (CG)	6,780	7,561	8,187
India, New Delhi	27,510	21,801	24,454
Kazakhstan, Almaty	2,163	2,706	2,758
Kazakhstan, Astana	6,792	2,936	5,204
Kyrgyzstan, Bishkek	3,991	3,600	3,681
Nepal, Kathmandu	9,246	9,333	12,080
Pakistan, Islamabad	85,160	22,722	19,127
Pakistan, Karachi (CG)	1,589	603	1,809
Pakistan, Lahore (CG)	1,333	347	2,071
Pakistan, Peshawar (CN)	1,227	227	1,605
Sri Lanka, Colombo	7,069	5,775	6,360
Tajikistan, Dushanbe	4,649	4,286	4,463
Turkmenistan, Ashgabat	4,341	3,856	4,428
Uzbekistan, Tashkent	7,364	6,195	7,143
Total	764,634	150,574	165,592

Funds by Object Class

(\$ in thousands)

Bureau of South and Central Asian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	326,647	89,349	107,527
1200 Personnel Benefits	79,457	36,112	42,756
1300 Benefits Former Personnel	3	0	0
2100 Travel & Trans of Persons	76,502	3,804	4,384
2200 Transportation of Things	3,747	1,608	1,870
2300 Rents, Comm & Utilities	10,296	5,382	6,470
2400 Printing & Reproduction	1,184	596	411
2500 Other Services	232,583	6,763	10,999
2600 Supplies and Materials	24,262	10,016	11,932
3100 Personal Property	33,290	5,911	6,558
4100 Grants, Subsidies & Contrb	34,986	17,557	13,426
Total	822,957	177,098	206,333

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D&CP – BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,004	1,004	1,004
Funds	354,406	372,834	432,909

Program Description

The Bureau of East Asian and Pacific Affairs (EAP) covers a region that accounts for nearly a third of the Earth's population and 25 percent of global gross domestic product. As such, it plays a central role in shaping the course of the world's economy, maintaining international peace and stability, and addressing key transnational issues such as energy, environment and climate change, pandemics, and nonproliferation.

The East Asia and Pacific region contains five of the United States' top 15 trading partners and is home to long-standing treaty allies in Japan, the Republic of Korea, Australia, the Philippines, and Thailand, as well as security relationships through Compacts of Free Association with the Marshall Islands, Micronesia, and Palau. Exponential economic growth in China and elsewhere has created market opportunities for U.S. goods and services while diffusing prosperity more widely in the region, creating burgeoning new middle classes, and accelerating regional integration.

Meeting Security Challenge

The U.S. cannot "go it alone" in Asia and the Pacific. The region and issues are too large for any one nation to manage; and with five regional allies, Australia, Japan, the Republic of Korea (ROK), the Philippines and Thailand, there is already a highly effective foundation for cooperation. The Department has seen great progress in this effort as reflected in the robust Comprehensive Partnership with Indonesia and the rapid expansion of diplomatic relations with Vietnam and Mongolia, among others. North Korea will remain a major challenge and achieving denuclearization of the Korean Peninsula is the U.S. goal in the region. The U.S. is also strongly committed to, and continues to work toward, full and transparent implementation of all relevant Security Council Resolutions.

Enhance and Deepen Engagement in Southeast Asia and the Pacific Islands

Southeast Asia and the Pacific Islands have a collective significance that requires strong U.S. engagement. These nations have sought greater U.S. involvement in the region. The Secretary's Lower Mekong Initiative is an effort to do just this by engaging the countries of the Mekong sub-region to protect this fragile watershed and to strengthen cooperative efforts in areas such as health, environmental protection and education. The Pacific Island countries will experience some of the first signs of climatic stress from climate change and have taken the lead on a host of other global issues, including responses to extremism, environmental degradation, and promotion of democracy. EAP seeks to deepen U.S. engagement in the region through activities in environment, health, governance, and economic empowerment.

Reaffirming U.S. Economic Leadership in Creating Economic Stability and Sustainable Growth

The U.S. strategic priority is to reinvigorate U.S. economic leadership in the face of pressures to forge Asian stand-alone approaches and to create self-sustaining regional organizations. The Asia Pacific

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Economic Cooperation forum (APEC) Leaders Meeting in November 2011 and the structure of APEC as an institution provide the United States an unmatched opportunity to demonstrate U.S. economic leadership in the region.

Constructive and Cooperative Relationship with China

China’s continued, dynamic rise is reshaping relationships throughout the region and globally. The ability to develop a cooperative and comprehensive relationship with China will define the U.S. foreign policy agenda for the future. The Department is broadening public outreach and working with partners to realize a vision of a region that is prosperous, stable, and democratic, and planning for rapidly expanding engagement.

Promoting Good Governance, Human Rights, and Democratic Institutions in Transitional Countries

In the calculus of strategic interests in Asia and the Pacific, U.S. policies must still reflect U.S. fundamental values. EAP will continue to work with countries in the region to combat the scourge of trafficking in persons, promote the rights of women and children and foster greater religious dialogue among the many communities of faith in the region. There are already positive signs reflecting greater internalization of human rights with the recent establishment of such institutions as the Association of Southeast Asian Nations (ASEAN) Intergovernmental Commission on Human Rights.

Shape the Region’s Evolving Multilateral Institutions to address Economic and Non-Traditional Security Challenges

With the growing prominence of the region and the increasing complexity of issues that it faces, numerous proposals have emerged to create new regional institutions. The United States should be part of this process and in 2010 committed to participating in organizations such as the East Asia Summit, and the newly-formed ASEAN Defense Ministers Meeting Plus (ADMM Plus). Simultaneously, EAP will enhance engagement with existing organizations such as ASEAN, the ASEAN Regional Forum, the Pacific Islands Forum, and the Asia Pacific Economic Cooperation (APEC).

Performance

Achieving key milestones toward denuclearization of the Korean Peninsula is the performance goal, but is dependent on factors beyond the control of U.S. diplomacy. In response to North Korean nuclear tests in May 2009, South Korea joined the Proliferation Security Initiative (PSI) as a full-member. The group has 16 "core" countries, while the remaining 80-plus nations have observer status.

STRATEGIC GOAL: ACHIEVING PEACE AND SECURITY			
Strategic Priority	Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons		
Indicator	Key milestones in achieving full denuclearization of the Korean Peninsula and preventing the export of Weapons of Mass Destruction (WMD) and missile-related technology by the Democratic People’s Republic of Korea (DPRK).		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	◁▷ Improved But Not Met	▼ Below Target	▼ Below Target
TARGETS AND RESULTS			

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FY 2012 Target	Pending significant progress made on denuclearization, work toward normalization of relations with North Korea, including greater economic exchange, and peace regime discussions by the directly-related parties.
FY 2011 Target	Return North Korea to the Treaty on the Nonproliferation of Nuclear Weapons and to International Atomic Energy Agency (IAEA) safeguards. Continue efforts to achieve the verifiable denuclearization of the Korean peninsula.
FY 2010 Target	Return to Six-Party Talks. Continued dismantlement of DPRK nuclear programs. Work toward normalization of relations with North Korea, including greater economic exchange, in concert with diplomatic efforts and contingent upon progress in denuclearization.
FY 2010 Rating and Result	Rating: Below Target Efforts to convince the DPRK to live up to its agreements under the 2005 Joint Statement and take irreversible steps towards complete denuclearization stalled in early 2010. The March 26 sinking of the Republic of Korean ship the Cheonan by a DPRK torpedo significantly raised tensions on the Korean Peninsula. On July 9, the UNSC unanimously issued a Presidential Statement condemning the sinking of the Cheonan and referencing the results of an international investigation led by the ROK that determined the DPRK was responsible. On July 21, the United States announced new measures targeting North Korean weapons proliferation and illicit activities. China has since called for the immediate resumption of the Six-Party Talks. The United States believes there must be progress on North-South relations.
Impact	Below target due to the DPRK's continued refusal to implement denuclearization and its March 26 sinking of the Cheonan.
Steps to Improve	The U.S. is prepared to pursue a policy of engagement towards the DPRK if it takes concrete and irreversible steps to eliminate its nuclear weapons. In the meantime, the United States will continue to fully and transparently implement UNSCRs 1718 and 1874, deepen multilateral cooperation within the framework of Proliferation Security Initiative, and examine country-specific sanctions against DPRK.
FY 2009 Rating and Result	Rating: Below Target U.S. experts observed disablement at Yongbyon from 11/2007 to 4/2009 when the DPRK expelled them. At that time, eight of eleven Second Phase disablement steps had been completed. IAEA and U.S. experts departed in April following North Korea's launch of a ballistic missile. On May 25, North Korea announced it had tested a nuclear device. In June, the DPRK announced its intention to reprocess spent fuel rods and to reverse other disablement steps. The UN Security Council unanimously passed UNSCR 1874 and the U.S. seeks full and transparent implementation of the resolution. The U.S. continues to seek the verifiable denuclearization of the Korean Peninsula in a peaceful manner and DPRK's return to the NPT and IAEA safeguards as stated in the September 19, 2005 Joint Statement of the Six-Party Talks.
FY 2008 Rating and Result	Rating: Improved But Not Met The DPRK provided a declaration of its nuclear programs on June 26, 2008. The DPRK began disablement of the three core nuclear facilities at Yongbyon, although the DPRK halted disablement activities in August 2008. Disablement activities were reintiated in October 2008, though at a slower pace.
FY 2007 Rating and Result	Rating: New Indicator, No Rating DPRK nuclear test in October 2006 prompted passage of UNSCR 1718 and imposition of sanctions. Six-Party Talks resumed and parties agreed to begin implementation of the September 2005 Joint Statement, beginning with February 13, 2007 Initial Actions agreement. DPRK shut down and sealed Yongbyon nuclear facility and IAEA personnel returned to conduct monitoring and verification activities. Parties agreed to cooperate in economic, energy, and humanitarian assistance and delivered an initial 50,000 tons of heavy fuel oil. Working groups set up by the "Initial Actions" agreement all met. Instances of isolated proliferation-related behavior on the part of firms from Asian nations continued, but some states, including the Republic of Korea (ROK), indicated willingness to cooperate more closely in preventing WMD-related proliferation in Asia.
VERIFICATION AND VALIDATION	
Methodology	The bureau follows standards for the Department of State's data quality assessment matrix. Progress on this indicator is evaluated based upon the September 2005 Joint Statement of the Six-Party Talks and the October 3, 2007, agreement on the Second-Phase Actions for the Implementation of the Joint Statement.

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Data Source and Quality	USG cable reports and memoranda of communication from U.S. overseas reports. Data Quality Analysis revealed no significant data quality limitations.
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Corruption can be an indication of multiple problems within political and economic systems, such as a lack of transparency, the inability of a country’s citizens to fully participate in the political process, and an under-developed justice sector. This indicator attempts to show the impact of both U.S. and Chinese efforts to address a serious impediment to long-term Chinese development and integration into the international economic system.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Good Governance					
Indicator	Level of corruption in China as measured by the World Bank's Control of Corruption percentile rank.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
33.8	41.1 [Baseline]	36.2	Data available mid-2011	43	45	46
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	Data Not Yet Available, No Rating			
Impact	FY 2010 ratings and result not available to determine impact.					
Methodology	Methodology developed by World Bank. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1424591					
Data Source and Quality	World Bank "Governance Matters" Governance Indicators: Control of Corruption Index http://info.worldbank.org/governance/wgi/sc_chart.asp . Governance Matters rates data quality at a 90 percent confidence level.					

Justification of Request

The Department’s FY 2012 request for EAP of \$432.9 million is a \$78.5 million increase above the FY 2010 Actual level. The request includes a \$2.8 million increase for domestic and overseas price inflation. The increase will be offset by an efficiency savings adjustment of \$5.5 million in supplies, travel, and other administrative costs. This request also includes an increase of \$61.28 million for the restoration of funding for existing consular related activities and the program change detailed below.

New Embassy Compounds: \$1,462,000

The Department requests \$1.462 million to provide for swing space costs in Jakarta, Indonesia, while the Embassy is demolished and then rebuilt and to provide for increased costs in the new office annexes in Manila, Philippines.

D&CP – BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	67	101	836	817	1,821	223,637	130,769	354,406
FY 2011 CR	67	101	836	817	1,821	240,340	132,494	372,834
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(5,464)	0	(5,464)
Restoration of Consular Operations	0	0	0	0	0	32,993	28,286	61,279
Overseas Price Inflation	0	0	0	0	0	2,695	0	2,695
Domestic Inflation	0	0	0	0	0	103	0	103
Total Built-in Changes	0	0	0	0	0	30,327	28,286	58,613
FY 2012 Current Services	67	101	836	817	1,821	270,667	160,780	431,447
FY 2012 Program Changes								
New Embassy Compounds	0	0	0	0	0	1,462	0	1,462
Total Program Changes	0	0	0	0	0	1,462	0	1,462
FY 2012 Request	67	101	836	817	1,821	272,129	160,780	432,909

Staff by Program Activity (positions)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	7	7	7
Conduct of Diplomatic Relations	400	400	400
Counter-Terrorism Programs	10	10	10
Diplomatic Security	10	10	10
Domestic Administrative Support	22	22	22
Information Resource Management	116	116	116
Overseas Program Support	179	179	179
Policy Formulation	144	144	144
Public Diplomacy	116	116	116
Total	1,004	1,004	1,004

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Funds by Program Activity (\$ in thousands)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	11,584	13,145	61,279
Conduct of Diplomatic Relations	90,420	91,875	91,875
Counter-Terrorism Programs	2,482	2,700	2,700
Diplomatic Security	18,315	19,842	24,344
Domestic Administrative Support	3,091	3,215	3,215
Information Resource Management	20,496	21,703	21,703
Multilateral Diplomacy	306	355	355
Overseas Program Support	112,083	120,943	128,567
Policy Formulation	37,327	40,754	40,754
Public Diplomacy	58,302	58,302	58,117
Total	354,406	372,834	432,909

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Consular Relations	0	7	250	257	32,993	28,286	61,279
Conduct of Diplomatic Relations	110	290	100	500	39,129	52,746	91,875
Counter-Terrorism Programs	0	10	23	33	1,360	1,340	2,700
Diplomatic Security	0	10	50	60	23,004	1,340	24,344
Domestic Administrative Support	22	0	0	22	441	2,774	3,215
Information Resource Management	4	112	41	157	6,187	15,516	21,703
Multilateral Diplomacy	0	0	0	0	355	0	355
Overseas Program Support	0	179	0	179	104,576	23,991	128,567
Policy Formulation	20	124	84	228	21,611	19,143	40,754
Public Diplomacy	12	104	269	385	42,473	15,644	58,117
Total	168	836	817	1,821	272,129	160,780	432,909

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Staff by Domestic Organization Unit (positions)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Australia, New Zealand and Pacific Island Affairs	12	12	12
Office of Burma, Cambodia, Laos, Thailand and Vietnam	12	12	12
Office of Chinese Affairs	18	18	18
Office of Economic Policy	10	10	10
Office of Japan	12	12	12
Office of Korea	15	15	15
Office of Philippines, Indonesia, Malaysia, Brunei, Singapore	15	15	15
Office of Regional Security Policy	14	14	14
Office of the Assistant Secretary	22	22	22
Office of the Executive Director	34	34	34
Office of the Public Affairs Advisor	4	4	4
Total	168	168	168

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Australia, New Zealand and Pacific Island Affairs	1,950	2,011	2,011
Office of Burma, Cambodia, Laos, Thailand and Vietnam	2,204	2,289	2,289
Office of Chinese Affairs	2,729	2,807	2,807
Office of Economic Policy	1,659	1,716	1,716
Office of Japan	1,886	1,943	1,943
Office of Korea	2,198	2,258	2,258
Office of Philippines, Indonesia, Malaysia, Brunei, Singapore	2,193	2,248	2,248
Office of Regional Security Policy	2,142	2,206	2,206
Office of the Assistant Secretary	3,246	3,327	3,327
Office of the Executive Director	5,444	5,562	5,558
Office of the Public Affairs Advisor	628	647	647
Total	26,279	27,014	27,010

D&CP – BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Staff by Post (positions)

Bureau of East Asian and Pacific Affairs (EAP)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Australia, Canberra	34	20	54	34	20	54	34	20	54
Australia, Perth	3	4	7	3	4	7	3	4	7
Australia, Sydney	8	28	36	8	28	36	8	28	36
Brunei, Bandar Seri Begawan	7	11	18	7	11	18	7	11	18
Burma, Rangoon	19	19	38	19	19	38	19	19	38
Cambodia, Phnom Penh	21	13	34	21	13	34	21	13	34
China, Beijing	117	40	157	117	40	157	117	40	157
China, Chengdu	14	4	18	14	4	18	14	4	18
China, Guangzhou	22	10	32	22	10	32	22	10	32
China, Hong Kong	30	18	48	30	18	48	30	18	48
China, Shanghai	22	4	26	22	4	26	22	4	26
China, Shenyang	12	4	16	12	4	16	12	4	16
China, Wuhan	2	0	2	2	0	2	2	0	2
Federated States of Micronesia, Kolonias	4	0	4	4	0	4	4	0	4
Fiji, Suva	13	9	22	13	9	22	13	9	22
Indonesia, Jakarta	61	55	116	61	55	116	61	55	116
Indonesia, Medan	2	3	5	2	3	5	2	3	5
Indonesia, Surabaya	6	11	17	6	11	17	6	11	17
Japan, Fukuoka	4	13	17	4	13	17	4	13	17
Japan, Nagoya	2	3	5	2	3	5	2	3	5
Japan, Naha	3	9	12	3	9	12	3	9	12
Japan, Osaka-Kobe	5	22	27	5	22	27	5	22	27
Japan, Sapporo	3	4	7	3	4	7	3	4	7
Japan, Tokyo	75	121	196	75	121	196	75	121	196
Laos, Vientiane	13	10	23	13	10	23	13	10	23
Malaysia, Kuala Lumpur	29	35	64	29	35	64	29	35	64
Marshall Islands, Majuro	4	1	5	4	1	5	4	1	5
Melbourne, Australia	5	7	12	5	7	12	5	7	12
Mongolia, Ulaanbaatar	14	5	19	14	5	19	14	5	19
New Zealand, Auckland	2	5	7	2	5	7	2	5	7
New Zealand, Wellington	14	10	24	14	10	24	14	10	24
Palau, Koror	2	0	2	2	0	2	2	0	2

D&CP – BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Bureau of East Asian and Pacific Affairs (EAP)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Papua New Guinea, Port Moresby	8	2	10	8	2	10	8	2	10
Philippines, Manila	50	85	135	50	85	135	50	85	135
Singapore, Singapore	24	25	49	24	25	49	24	25	49
South Korea, Busan	1	2	3	1	2	3	1	2	3
South Korea, Seoul	52	110	162	52	110	162	52	110	162
Thailand, Bangkok	63	74	137	63	74	137	63	74	137
Thailand, Chiang Mai	5	8	13	5	8	13	5	8	13
Timor-Leste, Dili	8	0	8	8	0	8	8	0	8
Vietnam, Hanoi	35	7	42	35	7	42	35	7	42
Vietnam, Ho Chi Minh City	17	3	20	17	3	20	17	3	20
Western Somoa, Apia	1	3	4	1	3	4	1	3	4
Total	836	817	1,653	836	817	1,653	836	817	1,653

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Funds by Post (\$ in thousands)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Australia, Canberra	12,733	13,408	15,999
Australia, Perth	881	932	1,152
Australia, Sydney	2,007	2,077	2,496
Brunei, Bandar Seri Begawan	2,736	2,915	3,600
Burma, Rangoon	6,282	6,600	7,861
Cambodia, Phnom Penh	7,845	8,293	9,920
China, Beijing	52,495	55,789	61,372
China, Chengdu	3,179	3,314	4,064
China, Guangzhou	5,768	6,052	7,414
China, Hong Kong	13,691	14,523	17,200
China, Shanghai	5,784	6,067	7,385
China, Shenyang	3,141	3,293	3,992
China, Wuhan	1,095	1,153	1,301
Federated States of Micronesia, Kolonia	1,381	1,468	1,798
Fiji, Suva	4,935	5,222	6,257
Indonesia, Jakarta	24,416	25,335	29,512
Indonesia, Medan	690	734	898
Indonesia, Surabaya	4,548	4,872	5,685
Japan, Fukuoka	1,575	1,631	1,858
Japan, Nagoya	1,098	1,130	1,229
Japan, Naha	744	768	895
Japan, Osaka-Kobe	2,012	2,098	2,423
Japan, Sapporo	1,081	1,125	1,288
Japan, Tokyo	51,471	54,437	62,573
Laos, Vientiane	3,324	3,462	4,175
Malaysia, Kuala Lumpur	9,182	9,613	11,453
Marshall Islands, Majuro	1,427	1,518	1,856
Melbourne, Australia	1,835	1,919	2,242
Mongolia, Ulaanbaatar	4,289	4,517	5,481
New Zealand, Auckland	575	608	753
New Zealand, Wellington	4,611	4,812	5,683
Palau, Koror	725	772	942
Papua New Guinea, Port Moresby	2,142	2,257	2,862
Philippines, Manila	18,876	19,966	24,809
Singapore, Singapore	8,154	8,571	10,264

D&CP – BUREAU OF EAST ASIAN AND PACIFIC AFFAIRS

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
South Korea, Busan	512	549	660
South Korea, Seoul	22,972	24,231	28,405
Thailand, Bangkok	15,654	16,270	19,823
Thailand, Chiang Mai	3,964	4,279	5,078
Timor-Leste, Dili	1,963	2,050	2,502
Vietnam, Hanoi	11,887	12,557	15,138
Vietnam, Ho Chi Minh City	3,942	4,091	4,949
Western Somoa, Apia	505	542	652
Total	328,127	345,820	405,899

Funds by Object Class (\$ in thousands)

Bureau of East Asian and Pacific Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	149,960	154,275	182,156
1200 Personnel Benefits	46,705	48,187	57,466
1300 Benefits Former Personnel	3	3	4
2100 Travel & Trans of Persons	10,287	11,021	11,347
2200 Transportation of Things	1,245	1,344	1,541
2300 Rents, Comm & Utilities	11,388	12,306	13,362
2400 Printing & Reproduction	768	803	829
2500 Other Services	107,518	116,720	135,927
2600 Supplies and Materials	5,937	6,218	6,508
3100 Personal Property	14,939	16,171	17,548
4100 Grants, Subsidies & Contrb	5,656	5,786	6,221
Total	354,406	372,834	432,909

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D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,147	1,147	1,147
Funds	430,285	382,217	514,731

Program Description

The prosperity and security of the United States is tied to the political and economic fortunes of the countries of the Western Hemisphere. While many of the nations in the hemisphere have suffered less than elsewhere from the economic crisis, the economic growth seen in recent years cannot be taken for granted. The expansion of the middle classes has been one of the causes for the gains made in political stability. Yet the region has also experienced an increase in violence that has degraded the standard of living across much of the Americas. The lack of inclusive participation by all members of society in the growing economic prosperity of the region makes the Americas susceptible to populist appeals from the left and the right, and jeopardizes the political and economic improvements made in the region over the last two decades.

U.S. policy in the Western Hemisphere will advance a broad, positive and widely shared-agenda, as well as critical U.S. national security interests. The Bureau's approach leans forward in promoting the United States as an integral member of a diverse community of the Americas that shares many historical experiences, values, human linkages, aspirations, as well as common challenges. The Bureau of the Western Hemisphere Affairs' (WHA) policies will move beyond old paradigms, including traditional patron-client relationships and other divisive traditions that have hindered collaborative and pragmatic partnerships between and among the American nations.

WHA will advance a cooperation agenda that will unify diverse peoples and governments around five closely interconnected policy goals: 1) increasing citizen safety; 2) supporting democratic institutions and governance; 3) creating social opportunity for the peoples of the Americas; 4) expanding economic opportunity; and, 5) establishing a secure and clean energy future. These are key priorities for FY 2012. WHA will pursue these goals bilaterally, through multilateral channels, and by building on existing and planned regional and sub-regional networks of partnership. This approach enhances opportunities for national governments, non-governmental organizations, private sector entities and multilateral institutions to voluntarily work together. WHA will work to build an agenda that recognizes the shared responsibility for each nation's own development and success as well as a shared responsibility for some of the most serious transnational problems faced, including narcotics trafficking, other transnational crime, and climate change. This agenda is rooted in social justice, greater security for our peoples, economic opportunity for all, the rule of law, and greater equality, including more equitable distribution of income. The Bureau will also seek to broaden cooperation, including donor coordination, with high-capacity and emerging regional and global powers such as Brazil, Colombia, Chile, and Mexico, as well as with the other "traditional" donor in the hemisphere, Canada.

The Bureau's FY 2012 budget request provides for an effective and lean operational platform able to support USG diplomatic and developmental initiatives. To meet these challenges, WHA will: significantly reduce overhead spending through efficiency savings and targeted tradeoffs; maintain adequate resources that enable posts to achieve Departmental goals and priorities; request increased

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

operating costs associated with the New Consular Compound in Monterrey; ensure the next Summit of the Americas event in Cartagena successfully promotes U.S. interests; and accommodate increasing demands on post services due to other USG agencies’ programmatic and staffing growth abroad. Efficiency savings will be obtained through expanded post greening initiatives and streamlining Locally Engaged Staff (LES) workloads. Tradeoffs include reducing overall travel and training budgets by as much as 20% and LES rolls by as much as 3% through attrition. WHA will also initiate a moratorium on the replacement of vehicles, furnishings, appliances, and equipment unless replacement is absolutely necessary or repair is not cost effective.

Performance

Western Hemisphere countries are increasing the use of clean energy as a way to diversify energy supplies and suppliers. Diversified energy sources and sustained investment in people raises productivity, increases regional competitiveness, and spurs economic growth. In addition to diversifying energy matrices, the use of clean energy reduces dependence on imported fossil fuels. Promotion of clean energy will advance energy security and mitigate the effects of climate change.

This indicator reflects a regional trend towards further policy support for and deployment of renewable energy technologies. It informs U.S. Government policy makers of progress in achieving clean energy economic growth, and allows the Department to better target the Bureau’s diplomatic engagement with hemispheric partners on achieving energy and climate change strategic goals.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Energy Security					
Indicator	Percentage of Total Latin America Primary Energy Supply Comprised of Alternative Fuels (renewables, biofuels, and geothermal).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
30.2 percent [Baseline]	30.7 percent	Data expected mid-2012 Data Not Yet Available, No Rating	Data expected mid-2012 Data Not Yet Available, No Rating	30 percent	31 percent	32 percent
Impact	Rating and result not yet available to determine impact.					
Methodology	Methodology set by external source. For more information, visit the International Energy Agency’s website at http://www.iea.org/Textbase/stats/index.asp					
Data Source and Quality	Source: International Energy Agency (IEA). The IEA supports technical expertise and cooperation, giving an objective third-party perspective of energy trends in the hemisphere. High level of confidence in the data and the IEA's ability to assess global energy trends. However, there is a two-year lag time in data collection.					

The U.S. partnership with Mexico in FY 2012 will address issues of citizen safety through the Beyond Merida program supported by Foreign Operations funds and will focus on breaking the power and impunity of organized crime, and cooperation on GOM capacity building. As the United States’ second largest trading partner in the Hemisphere, Mexico's economy is also vital to U.S. national interests and a focus of U.S. diplomatic engagement. A strong Mexican economy includes a business environment that is

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

supportive of entrepreneurship and small business owners. Mexico has made great strides forward in this area despite significant challenges, increasing its global ranking on the "Ease of Doing Business" scale by six points from 2009 to 2010. The number of days and cost required to start a new business are subsets of this global ranking.

STRATEGIC GOAL: PROMOTING ECONOMIC GROWTH AND PROSPERITY						
Strategic Priority	Economic Opportunity					
Indicator	Median number of days to start a business in Mexico; median cost of starting a business in Mexico as a percentage of per capita income.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
27 days; 13.3 percent	28 days; 12.5 percent	13 days; 11.7 percent	9 days; 12.3 percent	13 days; No cost target set	10 days; 10.1 percent	10 days; 9.3 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▲ Above Target			
Reason for Exceeding Target	The target was an estimate and the variation from target was slight. There is no impact on program activities.					
Impact	Economic opportunity in Latin America is a core strategic goal of the Bureau of Western Hemisphere Affairs. The ability for Mexicans in both rural and urban areas to open new businesses and promote economic growth demonstrates both the strength and diversity of the Mexican economy, which was affected by the global economic crisis and the continued negative effects of organized criminal groups.					
Methodology	Indicator from External Source. The World Bank's "Doing Business" report provides data for the number of days required to start a business, as well as the cost of starting a business. Data in the report lags by one year. The methodology is developed by the World Bank, and updated, when and if changes are required. All changes to the methodology are fully documented in the report, and on the website, "DoingBusiness.org."					
Data Source and Quality	"Doing Business 2010" Report, by The World Bank Group. Doing Business 2010 is the seventh in a series of annual reports investigating the regulations that enhance business activity and those that constrain it. The Data Quality Assessment revealed no significant data limitations.					

Justification of Request

The Department's FY 2012 request of \$514.7 million is an increase of \$84.4 million over the FY 2010 Actual level. The FY 2012 request includes a \$1.7 million increase to maintain current services and a \$5.3 million decrease for administrative savings. The request also includes technical adjustments of \$132.1 million and \$4 million for the restoration of consular operations in support of consular functions, the Summit of the Americas and a New Consular Compound in Monterrey in addition to the increases shown below.

Summit of the Americas

WHA requests \$2 million to fund the 2012 Summit of the Americas (SOA), which will be held in Cartagena, Colombia. The SOA is the premier meeting of Heads of State in the countries in the Western Hemisphere, during which critical issues of joint concern are discussed. The FY 2012 Summit will focus on citizen safety, in line with WHA's own strategic goals.

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

New Consular Compound

The request includes \$2 million to support one-time and recurring costs for the New Consular Compound in Monterrey, Mexico, scheduled to come on-line in FY 2012.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	100	110	937	1,252	2,399	281,702	148,583	430,285
FY 2011 CR	100	110	937	1,252	2,399	232,739	149,478	382,217
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(5,282)	0	(5,282)
Restoration of Consular Operations	0	0	0	0	0	70,764	61,336	132,100
Overseas Price Inflation	0	0	0	0	0	1,409	0	1,409
Domestic Inflation	0	0	0	0	0	287	0	287
Total Built-in Changes	0	0	0	0	0	67,178	61,336	128,514
FY 2012 Current Services	100	110	937	1,252	2,399	299,917	210,814	510,731
FY 2012 Program Changes								
2012 Summit of the Americas (SOA) Event	0	0	0	0	0	2,000	0	2,000
New Consular Compound (Monterrey)	0	0	0	0	0	2,000	0	2,000
Total Program Changes	0	0	0	0	0	4,000	0	4,000
FY 2012 Request	100	110	937	1,252	2,399	303,917	210,814	514,731

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Staff by Program Activity (positions)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	12	12	12
Conduct of Diplomatic Relations	354	354	354
Counter-Terrorism Programs	7	7	7
Diplomatic Security	89	89	89
Domestic Administrative Support	12	12	12
Information Resource Management	120	120	120
Multilateral Diplomacy	12	12	12
Overseas Program Support	309	309	309
Policy Formulation	109	109	109
Public Diplomacy	123	123	123
Total	1,147	1,147	1,147

Funds by Program Activity (\$ in thousands)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	95,758	96,088	142,455
Conduct of Diplomatic Relations	93,281	72,588	102,621
Counter-Terrorism Programs	1,998	1,497	2,064
Diplomatic Security	12,834	10,658	14,985
Domestic Administrative Support	4,375	3,797	5,379
Information Resource Management	28,222	22,807	31,916
Multilateral Diplomacy	3,606	3,103	4,390
Overseas Program Support	107,956	92,949	127,286
Policy Formulation	18,292	14,767	20,661
Public Diplomacy	63,963	63,963	62,974
Total	430,285	382,217	514,731

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas		Total			
Conduct of Consular Relations	0	12	0	12	70,764	71,691	142,455
Conduct of Diplomatic Relations	89	265	213	567	56,494	46,127	102,621
Counter-Terrorism Programs	0	7	35	42	1,371	693	2,064
Diplomatic Security	0	89	83	172	5,497	9,488	14,985
Domestic Administrative Support	12	0	0	12	1,363	4,016	5,379
Information Resource Management	21	99	0	120	14,055	17,861	31,916
Multilateral Diplomacy	7	5	0	12	1,205	3,185	4,390
Overseas Program Support	50	259	496	805	97,339	29,947	127,286
Policy Formulation	10	99	101	210	9,158	11,503	20,661
Public Diplomacy	21	102	324	447	46,671	16,303	62,974
Total	210	937	1,252	2,399	303,917	210,814	514,731

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Staff by Domestic Organization Unit (positions)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Western Hemispheric Affairs	10	10	10
Deputy Assistant Secretary 1	1	1	1
Deputy Assistant Secretary 2	1	1	1
Deputy Assistant Secretary 3	1	1	1
Office of Andean Affairs	15	15	15
Office of Brazilian/Southern Cone Affairs	10	10	10
Office of Canadian Affairs	10	10	10
Office of Caribbean Affairs	19	19	19
Office of Central American and Panamanian Affairs	14	14	14
Office of Cuban Affairs	8	8	8
Office of Mexican Affairs	14	14	14
Office of Policy, Planning, Coordination and Press	10	10	10
Office of Public Diplomacy and Public Affairs	21	21	21
Office of Regional Economic Policy and Summit Coordination	12	12	12
Office of the Executive Director	39	39	39
Permanent Mission to the OAS	14	14	14
Principal Deputy Assistant	1	1	1
Western Hemisphere Affairs Executive Staff	10	10	10
Total	210	210	210

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Western Hemispheric Affairs	1,719	1,628	2,326
Deputy Assistant Secretary 1	353	342	489
Deputy Assistant Secretary 2	879	834	1,191
Deputy Assistant Secretary 3	719	702	1,003
Office of Andean Affairs	3,185	3,167	4,524
Office of Brazilian/Southern Cone Affairs	2,404	2,347	3,354
Office of Canadian Affairs	1,320	1,311	1,873
Office of Caribbean Affairs	2,759	2,757	3,939
Office of Central American and Panamanian Affairs	2,858	2,828	4,041
Office of Cuban Affairs	2,568	2,526	3,608
Office of Mexican Affairs	2,433	2,377	3,395
Office of Policy, Planning, Coordination and Press	2,647	2,639	3,770
Office of Public Diplomacy and Public Affairs	3,593	3,622	3,912
Office of Regional Economic Policy and Summit Coordination	2,713	2,645	3,779
Office of the Executive Director	12,266	10,711	15,298
Permanent Mission to the OAS	2,819	2,783	3,762
Principal Deputy Assistant	664	655	935
Western Hemisphere Affairs Executive Staff	1,113	1,131	1,618
Total	47,012	45,005	62,817

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Staff by Post (positions)

Bureau of Western Hemisphere Affairs (WHA)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Argentina, Buenos Aires	31	46	77	30	46	76	31	46	77
Bahamas, Nassau	14	18	32	15	18	33	15	18	33
Barbados, Bridgetown	16	13	29	16	13	29	16	13	29
Belize, Belize City	4	0	4	4	0	4	4	0	4
Belize, Belmopan	9	9	18	9	9	18	9	9	18
Bolivia, La Paz	45	35	80	45	35	80	44	35	79
Brazil, Brasilia	51	55	106	53	55	108	53	55	108
Brazil, Recife	4	9	13	4	9	13	4	9	13
Brazil, Rio de Janeiro	13	37	50	14	37	51	14	37	51
Brazil, Sao Paulo	20	37	57	20	37	57	20	37	57
Canada, Calgary	4	11	15	4	11	15	4	11	15
Canada, Halifax	3	9	12	3	9	12	3	9	12
Canada, Montreal	10	19	29	10	19	29	10	19	29
Canada, Ottawa	24	31	55	24	31	55	24	31	55
Canada, Quebec	3	9	12	3	9	12	3	9	12
Canada, Toronto	9	19	28	9	19	28	9	19	28
Canada, Vancouver	13	11	24	13	11	24	13	11	24
Canada, Winnipeg	1	2	3	1	2	3	1	2	3
Chile, Santiago	30	38	68	29	38	67	29	38	67
Colombia, Bogota	43	60	103	43	60	103	42	60	102
Costa Rica, San Jose	28	35	63	28	35	63	28	35	63
Cuba, Havana	19	0	19	19	0	19	19	0	19
Dom. Republic, Santo Domingo	37	48	85	37	48	85	37	48	85
Ecuador, Guayaquil	10	17	27	10	17	27	10	17	27
Ecuador, Quito	28	26	54	28	26	54	27	26	53
El Salvador, San Salvador	28	37	65	28	37	65	28	37	65
Grenada, St. Georges	1	1	2	1	1	2	1	1	2
Guatemala, Guatemala City	28	34	62	28	34	62	27	34	61
Guyana, Georgetown	16	18	34	16	18	34	16	18	34
Haiti, Port-au-Prince	35	48	83	35	48	83	35	48	83
Honduras, Tegucigalpa	30	34	64	30	34	64	30	34	64
Jamaica, Kingston	18	43	61	19	43	62	20	43	63

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Bureau of Western Hemisphere Affairs (WHA)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Mexico, Ciudad Juarez	9	17	26	9	17	26	9	17	26
Mexico, Guadalajara	10	14	24	10	14	24	10	14	24
Mexico, Hermosillo	4	10	14	4	10	14	4	10	14
Mexico, Matamoros	4	12	16	4	12	16	4	12	16
Mexico, Merida	3	9	12	3	9	12	3	9	12
Mexico, Mexico City	60	85	145	58	85	143	58	85	143
Mexico, Monterrey	15	21	36	15	21	36	15	21	36
Mexico, Nogales	13	0	13	13	0	13	13	0	13
Mexico, Nuevo Laredo	3	14	17	3	14	17	3	14	17
Mexico, Tijuana	4	16	20	4	16	20	4	16	20
Netherlands Antilles, Curacao	8	3	11	8	3	11	8	3	11
Nicaragua, Managua	26	29	55	25	29	54	27	29	56
Panama, Panama City	26	52	78	26	52	78	26	52	78
Paraguay, Asuncion	15	19	34	15	19	34	15	19	34
Peru, Lima	40	50	90	39	50	89	40	50	90
Suriname, Paramaribo	9	7	16	9	7	16	9	7	16
Trinidad, Port-au-Spain	13	21	34	13	21	34	13	21	34
Uruguay, Montevideo	11	22	33	11	22	33	11	22	33
Venezuela, Caracas	39	42	81	40	42	82	39	42	81
Total	937	1,252	2,189	937	1,252	2,189	937	1,252	2,189

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Funds by Post

(\$ in thousands)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Argentina, Buenos Aires	12,245	10,905	12,510
Bahamas, Nassau	5,743	4,935	6,696
Barbados, Bridgetown	8,194	7,110	9,380
Belize, Belmopan	4,089	3,412	4,610
Bolivia, La Paz	12,640	11,533	15,212
Brazil, Brasilia	22,969	20,513	28,220
Brazil, Recife	2,064	1,666	2,301
Brazil, Rio de Janeiro	7,790	6,754	8,860
Brazil, Sao Paulo	8,415	7,383	9,590
Canada, Calgary	1,406	1,252	1,685
Canada, Halifax	876	760	1,070
Canada, Montreal	4,271	3,729	5,018
Canada, Ottawa	15,233	13,258	16,404
Canada, Quebec	1,625	1,353	1,896
Canada, Toronto	4,193	3,592	4,905
Canada, Vancouver	2,240	2,113	2,854
Canada, Winnipeg	720	602	846
Chile, Santiago	13,886	12,329	16,240
Colombia, Bogota	17,756	15,568	23,443
Costa Rica, San Jose	8,883	7,896	10,375
Cuba, Havana	10,241	8,735	11,741
Dom. Republic, Santo Domingo	17,712	15,324	20,229
Ecuador, Guayaquil	2,447	2,171	2,985
Ecuador, Quito	10,064	9,130	10,846
El Salvador, San Salvador	10,070	8,909	11,892
Grenada, St. Georges	485	417	590
Guatemala, Guatemala City	9,117	8,117	10,694
Guyana, Georgetown	3,837	3,414	4,574
Haiti, Port-au-Prince	15,703	13,715	17,460
Honduras, Tegucigalpa	8,717	7,817	10,583
Jamaica, Kingston	8,422	7,220	9,713
Mexico, Ciudad Juarez	4,103	3,432	4,674
Mexico, Guadalajara	4,445	3,850	5,133
Mexico, Hermosillo	2,119	1,853	2,599
Mexico, Matamoros	2,908	2,369	3,300

D&CP – BUREAU OF WESTERN HEMISPHERE AFFAIRS

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Mexico, Merida	1,810	1,541	2,156
Mexico, Mexico City	23,398	21,290	24,481
Mexico, Monterrey	5,799	4,995	9,162
Mexico, Nogales	3,567	3,125	4,367
Mexico, Nuevo Laredo	2,752	2,211	3,104
Mexico, Tijuana	2,786	2,346	3,042
Netherlands Antilles, Curacao	1,692	1,549	2,083
Nicaragua, Managua	9,511	8,506	12,596
Panama, Panama City	11,772	10,338	15,177
Paraguay, Asuncion	5,618	4,951	6,599
Peru, Lima	15,451	13,776	18,171
Suriname, Paramaribo	2,847	2,475	3,298
Trinidad, Port-au-Spain	5,042	4,447	5,992
Uruguay, Montevideo	7,578	6,546	8,502
Venezuela, Caracas	18,022	15,980	24,056
Total	383,273	337,212	451,914

Funds by Object Class

(\$ in thousands)

Bureau of Western Hemisphere Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	160,141	152,054	204,713
1200 Personnel Benefits	85,391	79,053	109,804
1300 Benefits Former Personnel	547	486	585
2100 Travel & Trans of Persons	9,613	8,421	10,458
2200 Transportation of Things	2,965	2,445	3,224
2300 Rents, Comm & Utilities	13,630	11,421	15,616
2400 Printing & Reproduction	559	567	579
2500 Other Services	119,673	95,203	131,997
2600 Supplies and Materials	8,921	7,642	8,670
3100 Personal Property	15,563	11,272	15,088
4100 Grants, Subsidies & Contrb	13,282	13,653	13,997
Total	430,285	382,217	514,731

D&CP – BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,829	1,829	1,829
Funds	710,774	718,061	779,573

Program Description

Spanning 50 countries – and including critical relationships with the North Atlantic Treaty Organization (NATO), the European Union (EU), and the Organization for Security and Cooperation in Europe (OSCE) – the Bureau of European and Eurasian Affairs (EUR) engages with European and Eurasian partners to address the greatest challenges facing the global society today. Europeans are the first partners to whom the U.S. looks for leadership, support, and cooperation to attain U.S. major foreign policy priorities – Iraq, Iran, Afghanistan, climate change, counterterrorism, and the global economy. All that the U.S. seeks to achieve in the world requires that Europe and America remain close partners.

Active and intensive diplomatic engagement with the countries in Europe and Eurasia is an abiding national interest that advances the full range of U.S. Government goals. Such engagement multiplies the effectiveness of U.S. initiatives worldwide and reduces costs to the U.S. taxpayer by leveraging international support. Diplomatic and Consular Program funding (along with consular fee revenues) provides the platform that supports all diplomatic engagement, new and ongoing programs and initiatives, and consular services. The funds requested for FY 2012 will be used to maintain a robust diplomatic and consular platform in support of the bureau's primary objectives.

The bureau's first priority is to work with European partners on the many shared global challenges. European partners are among the most prosperous, democratic, and militarily capable countries in the world; the more the partnership succeeds, the more the U.S. will succeed in advancing its global agenda by working with Europe as a force multiplier on major issues. On Afghanistan and Pakistan, the U.S. will need to work with Europe to advance the President's strategy and transition lead security responsibility to the Afghan National Security Forces (ANSF) by the end of 2014. NATO Allies and European Partners furnish the overwhelming majority of non-U.S. ISAF forces in Afghanistan, and they will be critical in training and sustaining the ANSF. In addition, the U.S. will work with the EU on programs for Afghanistan and Pakistan that are focused on stanching corruption, stemming drug cultivation, and enhancing transportation, while promoting regional stability.

While Europe now sees the U.S. as recommitted to a global climate agreement, in the absence of legislative action, climate change will remain a major bilateral issue in FY 2012. The U.S. also expects continued U.S.-EU differences, which the U.S. will work to resolve, on law enforcement, counterterrorism, travel, privacy rights, and border controls, owing in part to different approaches to the relationship between privacy and security. At the NATO Summit at Lisbon, Allies agreed to revitalize the Alliance so that it can better meet the global security challenges of the new century, such as terrorism, proliferation of WMD, cyber attacks, and piracy. For its missions, the U.S. will need to expand NATO's ability to provide security training in order to build civilian-military capacity so that those countries can protect and defend their populations. The OSCE has entered a transition phase with potential for expanded activity and success, including projects to assist Afghanistan and Central Asia on democracy, human rights, border management, and counter-narcotics. The strengthened role for the OSCE in early

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warning, conflict prevention and resolution, and post-conflict rehabilitation that the U.S. is proposing will require a special fund and increased personnel, but could greatly promote stability.

Integrating the Balkan region into the Euro-Atlantic community remains a key objective in FY 2012. Although considerable U.S. engagement has yielded tangible results, the job is far from finished. More than a decade after the international community intervened to halt ultra-nationalist depredations, the persistence of collectivist political forces and failure to root out organized crime and corruption have hindered inter-ethnic reconciliation. NATO and EU membership prospects must remain credible to serve as drivers of reforms that will bolster democratic institutions, strengthen rule of law, and promote economic development – including enhanced trade, investment, and job creation. Working with European partners, the U.S. must keep Serbia focused on its EU path, bolster stability and government functionality in Bosnia, strengthen independent and unitary multiethnic Kosovo, complete Croatia's EU accession, and accelerate Albania and Montenegro along the same path, while working to overcome the blockage to Macedonia's Euro-Atlantic integration. At the same time, the U.S. must nurture cooperative relationships among all of the countries of the region, which must include acceptance of Kosovo as a full and equal partner and real candidate for Euro-Atlantic integration.

In U.S. foreign policy with the countries of the Caucasus and Europe's East – Armenia, Azerbaijan, Georgia, Ukraine, Moldova, and Belarus – the U.S. will continue to encourage peace, stability, democracy and prosperity. Georgia continues to deal with the Abkhazia and South Ossetia conflicts, including the disruptive fallout from the August 2008 war with Russia, while moving forward on an ambitious political and economic reform agenda. The U.S. goal is to support a sovereign, whole, democratic and prosperous Georgia as a strong partner across a broad range of security and policy issues, and as a potential model for democratic change and reform in the region. The U.S. is also working in concert with the Minsk Group partners toward a resolution of the Nagorno-Karabakh conflict between Armenia and Azerbaijan. The U.S. supports rapprochement among all countries in the region, and in that context the U.S. continues to promote reconciliation between Turkey and Armenia. While the U.S. has a clear interest in helping Ukraine move toward pluralistic democracy and a free market economy, the success of this transition is still not assured. The U.S. is encouraging Ukraine's government to preserve democratic gains; whether it does so will have important implications for the region. In Moldova, the government has undertaken an impressive program of reforms aimed at European integration, but the U.S. does not yet know what a new government (in the wake of recent elections) will bring and how it will affect prospects for progress on the Transdnistrian conflict. The U.S. will also continue to support the Belarusian people in their democratic aspirations, as the U.S. and Europe encourage the regime to emerge from isolation and undertake serious democracy/human rights and economic reforms. The U.S. will continue to work with the Government of Belarus in areas of common interest, such as non-proliferation and combating trafficking in persons.

Turkey is critical to success in the U.S.'s most important foreign policy priorities, including stability and prosperity in Afghanistan, Pakistan, and Iraq; achieving a lasting peace in the Middle East; securing European energy independence; and reaching a settlement in Cyprus. As such, the U.S. continues to support Turkey's EU accession to firmly anchor this key ally in the West. The U.S. encourages Turkey to make needed reforms, including advancing religious and press freedoms. The U.S. is working closely with Turkey to advance regional stability in the Caucasus by normalizing its relations with Armenia. Although Turkey's democracy is maturing, challenges remain. Representative democratic institutions have come through serious legal and political challenges stronger, but those challenges continue, including in civilian-military relations. Turkey's EU aspirations underpin – and provide strong motivation for – further advancing the political, social, and cultural rights of all citizens. Resolution of the Cyprus conflict would also re-energize Turkey's EU accession and spur further reforms as well as remove a long source of friction between NATO Allies Greece and Turkey. Upcoming parliamentary elections will be another key event in the course of Turkey's democracy.

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Relations with Russia have benefitted from a “reset” that permits the U.S. to re-engage across a range of issues. The level and frequency of bilateral engagement have increased exponentially, with over 120 high-level visits between Washington and Moscow in the last year, presaging even more robust engagement in 2012. The New START treaty will bring about serious and verifiable cuts to nuclear arsenals, while the Plutonium Management and Disposition Agreement signed with Russia this year will neutralize enough plutonium for 17,000 nuclear weapons. This agreement to enhance U.S.-Russia civil nuclear cooperation will advance global nonproliferation objectives and provide a comprehensive legal framework for long-term U.S.-Russian cooperation in the field of civil nuclear energy and create new commercial opportunities for U.S. industry. The U.S. has stepped up substantive cooperation with Russia on Afghanistan through successful joint operations to stop narcotics flows and expanded counternarcotics training, as well as on transit of international personnel and equipment across Russia. The U.S. has established close coordination on the most significant non-proliferation challenges, Iran and North Korea, and the U.S. is consulting closely in the Quartet process on the Middle East. On Georgia, the U.S. is an active participant in the Geneva Discussions aimed at a peaceful resolution of the Russia/Georgia conflicts based on Russia’s ceasefire commitments. The U.S. has greatly bolstered the capability to engage Russia through the creation of the Bilateral Presidential Commission. Its 18 working groups covering issues ranging from space cooperation to education exchanges have provided a framework through which the U.S. works in concrete ways to advance common interests. As a permanent member of the UN Security Council, Russia plays an influential role in a variety of peace and security matters, and the U.S. must continue to work on this relationship. Finally, the U.S. continues to engage Russia on democracy and human rights. The Administration’s dual-track approach of engaging both governments and civil societies is supporting independent efforts of U.S. and Russian civil societies to develop collaborative solutions to problems facing both Americans and Russians. Peer-to-peer connections between American and Russian Non-Governmental Organizations are being facilitated on issues such as media freedom, public health, human trafficking, and human rights advocacy. In all of these areas, the U.S. expects more robust engagement with Russia as the relationship matures.

Public diplomacy (PD) operations are a critical component to successful foreign policy in Europe and Eurasia, where public opinion is a key factor in government decision-making. PD sections around the continent are focused on understanding shifts in European opinion, addressing concerns about U.S. policies and priorities, and crafting engagement strategies that ensure the continuity of cooperation with European governments, publics, and institutions. The Bureau is working with the Undersecretary for Public Diplomacy and Public Affairs to refocus resources and programs to meet the particular challenge in Europe of a diverse and complex policy and media environment, with audiences that interpret U.S. actions with varying degrees of receptivity, from sympathy to skepticism, and in some cases, outright suspicion. Overcoming obstacles by informing, inspiring and persuading Europeans is essential to securing their partnership on the array of shared global challenges. The U.S. looks to foster support for immediate goals for cooperation on issues such as Afghanistan, counterterrorism, and climate change. As the U.S. looks to the first generation coming to age without world views shaped by the Cold War and its aftermath, PD operations must be configured to engage emerging leaders as well. Without strengthened people-to-people engagement across the region, particularly in Russia and Turkey, the U.S. cannot hope to overcome legacies of suspicion, reach underrepresented groups that are critical to security in the region, and promote reconciliation, peace, and stability. To seize these opportunities, the U.S. must broaden its engagement of students, young professionals, and institutions, challenging them to refine and reexamine their perspectives through exchange opportunities, international education, and public-private partnerships that welcome the best and brightest to America, its people, and its values. The U.S. will engage on the new terrain of social media and other emerging online environments and revitalize established channels of American Centers and other facilities accessible to the public with a sustained commitment to engaging in dialogue with European audiences.

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Performance

This indicator targets reforms related to democracy and rule of law, including corruption and legal institutions, which are common factors underlying qualification for membership in the North Atlantic Treaty Organization (NATO) and the European Union (EU).

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Good Governance					
Indicator	Progress on internal reforms prerequisite for integration into Euro-Atlantic Institutions as measured by the mean average rating for Balkan nations as reported by Transparency International's Corruption Perceptions Index (CPI) and the Democracy dimension of Freedom House's Nations in Transit Index.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
3.4 (CPI); 4.06 (FH)	3.6 (CPI); 4.03 (FH)	3.6 (CPI); 4.04 (FH)	3.65 (CPI); 4.04 (FH)	3.56 (CPI)	3.17 (CPI); 4.03 (FH)	3.22 (CPI); 4.02 (FH)
New Indicator, No Rating	New Indicator, No Rating	▲ Above Target	▲ Above Target			
Reason for Exceeding Target	The performance goal was set at an approximate target level, and the deviation from that level is slight. There was no effect on overall program or activity performance.					
Impact	Key indicators have shown positive and sustained trends in democratic governance in the Balkan states. Continued improvements will remove key obstacles to the Balkan countries' qualification for membership in NATO and the EU.					
Methodology	Kosovo is not included in 2010 CBJ target calculation, therefore Kosovo data not included in FY 2010 rating and result. FY 2011 and FY 2012 targets have been adjusted to take into account recent addition of Kosovo data. Available at: Freedom House Nations in Transit; Transparency International Corruption Perception Index.					
Data Source and Quality	Sources: Freedom House Nations in Transit, www.freedomhouse.org/template.cfm?page=352&ana_page=347&year=2010 ; Transparency International Corruption Perception Index, www.transparency.org/policy_research/surveys_indices/cpi/2010 . These are considered high-quality objective indicators, although they may reflect data lag.					

Justification of Request

The FY 2012 request of \$779.573 million for EUR maintains current services and includes a reduction of \$7.967 million in efficiency savings. The request also includes a technical adjustment of \$62.147 million for the restoration of funding for consular operations. The request is \$68.799 million above the FY 2010 Actual level.

New Embassy Compound (NEC) Costs: \$3,339,000

The FY 2012 request includes \$3.339 million for increased utility and maintenance contract costs for the NECs in Belgrade, Bucharest, Kyiv, Riga, and Valletta.

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Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	161	164	1,504	1,066	2,895	473,769	237,005	710,774
FY 2011 CR	161	164	1,504	1,066	2,895	480,566	237,495	718,061
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(7,967)	0	(7,967)
Restoration of Consular Operations	0	0	0	0	0	33,456	28,691	62,147
Domestic Inflation	0	0	0	0	0	627	0	627
Overseas Price Inflation	0	0	0	0	0	3,366	0	3,366
Total Built-in Changes	0	0	0	0	0	29,482	28,691	58,173
FY 2012 Current Services	161	164	1,504	1,066	2,895	510,048	266,186	776,234
FY 2012 Program Changes								
New NEC Costs	0	0	0	0	0	3,339	0	3,339
Total Program Changes	0	0	0	0	0	3,339	0	3,339
FY 2012 Request	161	164	1,504	1,066	2,895	513,387	266,186	779,573

Staff by Program Activity (positions)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	237	237	0
Conduct of Diplomatic Relations	818	818	818
Counter-Terrorism Programs	18	18	18
Diplomatic Security	139	139	139
Domestic Administrative Support	81	81	81
Information Resource Management	207	207	207
Multilateral Diplomacy	69	69	69
Policy Formulation	81	81	318
Public Diplomacy	179	179	179
Total	1,829	1,829	1,829

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Funds by Program Activity

(\$ in thousands)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	66,246	66,502	66,991
Conduct of Diplomatic Relations	167,542	168,944	189,101
Counter-Terrorism Programs	3,454	3,479	4,000
Diplomatic Security	25,375	25,571	29,200
Domestic Administrative Support	16,492	16,601	19,245
Information Resource Management	39,419	39,706	45,600
Multilateral Diplomacy	18,617	18,755	21,500
Overseas Program Support	262,087	266,931	291,746
Policy Formulation	9,363	9,393	10,338
Public Diplomacy	102,179	102,179	101,852
Total	710,774	718,061	779,573

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Consular Relations	0	0	309	309	33,456	33,535	66,991
Conduct of Diplomatic Relations	154	664	49	867	67,800	121,301	189,101
Counter-Terrorism Programs	0	18	81	99	1,300	2,700	4,000
Diplomatic Security	0	139	27	166	10,100	19,100	29,200
Domestic Administrative Support	81	0	0	81	5,200	14,045	19,245
Information Resource Management	3	204	57	264	14,400	31,200	45,600
Multilateral Diplomacy	27	42	4	73	7,000	14,500	21,500
Overseas Program Support	0	0	65	65	291,746	0	291,746
Policy Formulation	42	276	0	318	4,683	5,655	10,338
Public Diplomacy	18	161	474	653	77,702	24,150	101,852
Total	325	1,504	1,066	2,895	513,387	266,186	779,573

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Staff by Domestic Organization Unit (positions)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistance for Europe and Eurasia	30	30	30
Assistant Secretary	34	34	34
Deputy Assistant Secretary 1	4	4	4
Deputy Assistant Secretary 2	4	4	4
Deputy Assistant Secretary 3	4	4	4
European Union and Regional Affairs	27	27	27
German, Austrian and Swiss Affairs	20	20	20
Joint Executive Office	74	75	75
Nordic and Baltic Affairs	14	14	14
North Central European Affairs	14	14	14
Office of Public Diplomacy	18	18	18
Principal Deputy Assistant Secretary	6	6	6
Public Affairs	13	13	13
Regional Political and Security Issues	27	26	26
South Central European Affairs	5	5	5
Southern European Affairs	5	5	5
UK, Ireland, and Benelux Affairs	4	4	4
Western European Affairs	22	22	22
Total	325	325	325

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Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistance for Europe and Eurasia	5,415	5,460	6,152
Assistant Secretary	7,706	7,766	7,673
Deputy Assistant Secretary 1	319	323	364
Deputy Assistant Secretary 2	319	323	364
Deputy Assistant Secretary 3	319	323	364
European Union and Regional Affairs	1,982	2,001	2,244
German, Austrian and Swiss Affairs	1,664	1,678	1,890
Joint Executive Office	12,563	12,683	12,902
Nordic and Baltic Affairs	1,282	1,292	1,457
North Central European Affairs	1,468	1,482	1,662
Office of Public Diplomacy	5,220	5,220	5,282
Principal Deputy Assistant Secretary	319	323	364
Public Affairs	1,348	1,362	1,519
Regional Political and Security Issues	2,163	2,181	2,452
South Central European Affairs	1,974	1,993	2,231
Southern European Affairs	1,442	1,454	1,640
UK, Ireland, and Benelux Affairs	1,185	1,195	1,346
Western European Affairs	1,314	1,318	1,482
Total	48,002	48,377	51,388

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Staff by Post (positions)

Bureau of European and Eurasian Affairs	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Albania, Tirana	15	5	20	15	5	20	15	5	20
Armenia, Yerevan	23	3	26	23	3	26	23	3	26
Austria, Vienna	31	24	55	31	24	55	31	24	55
Azerbaijan, Baku	23	5	28	23	5	28	23	5	28
Belarus, Minsk	14	9	23	14	9	23	14	9	23
Belgium, Brussels	38	22	60	38	22	60	38	22	60
Bermuda, Hamilton	3	2	5	3	2	5	3	2	5
Bosnia-Herzegovina, Sarajevo	25	9	34	25	9	34	25	9	34
Bulgaria, Sofia	23	18	41	23	18	41	23	18	41
Croatia, Zagreb	17	16	33	17	16	33	17	16	33
Cyprus, Nicosia	16	14	30	16	14	30	16	14	30
Czech Republic, Prague	18	20	38	18	20	38	18	20	38
Denmark, Copenhagen	19	15	34	19	15	34	19	15	34
Estonia, Tallinn	15	9	24	15	9	24	15	9	24
Finland, Helsinki	23	10	33	23	10	33	23	10	33
France, Bordeaux	1	1	2	1	1	2	1	1	2
France, Lille	1	1	2	1	1	2	1	1	2
France, Lyon	1	1	2	1	1	2	1	1	2
France, Marseille	1	3	4	1	3	4	1	3	4
France, Paris	84	38	122	84	38	122	84	38	122
France, Rennes	1	1	2	1	1	2	1	1	2
France, Strasbourg	1	1	2	1	1	2	1	1	2
France, Toulouse	1	1	2	1	1	2	1	1	2
Georgia, Tbilisi	26	9	35	26	9	35	26	9	35
Germany, Berlin	76	83	159	76	83	159	76	83	159
Germany, Dusseldorf	3	0	3	3	0	3	3	0	3
Germany, Frankfurt	55	25	80	55	25	80	55	25	80
Germany, Hamburg	4	2	6	4	2	6	4	2	6
Germany, Leipzig	4	1	5	4	1	5	4	1	5
Germany, Munich	6	5	11	6	5	11	6	5	11
Greece, Athens	40	27	67	40	27	67	40	27	67
Greece, Thessaloniki	3	2	5	3	2	5	3	2	5
Hungary, Budapest	22	23	45	22	23	45	22	23	45

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Bureau of European and Eurasian Affairs	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Iceland, Reykjavik	9	8	17	9	8	17	9	8	17
Ireland, Dublin	13	17	30	13	17	30	13	17	30
Italy, Florence	3	1	4	3	1	4	3	1	4
Italy, Milan	9	2	11	9	2	11	9	2	11
Italy, Naples	3	6	9	3	6	9	3	6	9
Italy, Rome	51	47	98	51	47	98	51	47	98
Kosovo, Pristina	15	0	15	15	0	15	15	0	15
Latvia, Riga	11	16	27	11	16	27	11	16	27
Lithuania, Vilnius	15	12	27	15	12	27	15	12	27
Luxembourg, Luxembourg	12	6	18	12	6	18	12	6	18
Macedonia, Skopje	16	11	27	16	11	27	16	11	27
Malta, Valletta	10	8	18	10	8	18	10	8	18
Moldova, Chisinau	14	13	27	14	13	27	14	13	27
Montenegro, Podgorica	10	4	14	10	4	14	10	4	14
Netherlands, Amsterdam	1	5	6	1	5	6	1	5	6
Netherlands, The Hague	25	13	38	25	13	38	25	13	38
Norway, Oslo	18	13	31	18	13	31	18	13	31
OSCE Vienna	19	0	19	19	0	19	19	0	19
Poland, Krakow	0	4	4	0	4	4	0	4	4
Poland, Warsaw	33	31	64	33	31	64	33	31	64
Ponta Delgada	1	3	4	1	3	4	1	3	4
Portugal, Lisbon	22	16	38	22	16	38	22	16	38
Romania, Bucharest	23	26	49	23	26	49	23	26	49
Romania, Cluj-Napoca	0	1	1	0	1	1	0	1	1
Russia, Moscow	111	88	199	110	88	198	110	88	198
Russia, St Petersburg	20	3	23	20	3	23	20	3	23
Russia, Vladivostok	6	4	10	6	4	10	6	4	10
Russia, Yekaterinburg	4	3	7	4	3	7	4	3	7
Serbia, Belgrade	19	24	43	19	24	43	19	24	43
Slovakia, Bratislava	15	14	29	15	14	29	15	14	29
Slovenia, Ljubljana	12	10	22	12	10	22	12	10	22
Spain, Barcelona	3	3	6	3	3	6	3	3	6
Spain, Madrid	29	55	84	29	55	84	29	55	84
Sweden, Stockholm	25	23	48	25	23	48	25	23	48
Switzerland, Bern	20	11	31	20	11	31	20	11	31

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Bureau of European and Eurasian Affairs	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Turkey, Adana	3	1	4	3	1	4	3	1	4
Turkey, Ankara	57	47	104	57	47	104	57	47	104
Turkey, Istanbul	14	5	19	14	5	19	14	5	19
Turkey, Izmir	0	1	1	0	1	1	0	1	1
USEU	37	15	52	37	15	52	37	15	52
USNATO	42	4	46	43	4	47	43	4	47
USOECD	18	8	26	18	8	26	18	8	26
Ukraine, Kyiv	43	14	57	43	14	57	43	14	57
United Kingdom, Belfast	5	2	7	5	2	7	5	2	7
United Kingdom, Edinburgh	1	2	3	1	2	3	1	2	3
United Kingdom, London	45	55	100	45	55	100	45	55	100
Vatican City, Holy See	9	6	15	9	6	15	9	6	15
Total	1,504	1,066	2,570	1,504	1,066	2,570	1,504	1,066	2,570

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Funds by Post

(\$ in thousands)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Albania, Tirana	5,736	5,791	6,319
Armenia, Yerevan	6,652	6,712	7,390
Austria, Vienna	20,626	20,882	22,715
Azerbaijan, Baku	6,704	6,753	7,492
Belarus, Minsk	4,547	4,583	5,014
Belgium, Brussels	24,727	25,032	27,270
Bermuda, Hamilton	1,341	1,359	1,498
Bosnia-Herzegovina, Sarajevo	11,774	11,903	12,967
Bulgaria, Sofia	8,582	9,035	9,860
Croatia, Zagreb	8,428	8,514	9,240
Cyprus, Nicosia	7,323	7,406	8,087
Czech Republic, Prague	10,426	10,900	11,682
Denmark, Copenhagen	8,506	8,591	9,341
Estonia, Tallinn	4,559	4,784	5,223
Finland, Helsinki	9,572	9,668	10,576
France, Bordeaux	478	484	537
France, Lille	478	484	537
France, Lyon	478	484	537
France, Marseille	478	484	537
France, Paris	41,169	41,622	45,477
France, Rennes	384	388	434
France, Strasbourg	478	484	537
France, Toulouse	478	484	537
Georgia, Tbilisi	9,427	9,519	10,469
Germany, Berlin	51,091	48,605	52,426
Germany, Dusseldorf	2,144	2,176	2,382
Germany, Frankfurt	28,007	28,386	31,235
Germany, Hamburg	1,817	1,840	2,031
Germany, Leipzig	1,817	1,840	2,031
Germany, Munich	3,027	3,065	3,385
Greece, Athens	20,007	20,235	22,045
Greece, Thessaloniki	1,028	1,040	1,153
Hungary, Budapest	11,551	12,060	13,087
Iceland, Reykjavik	2,724	2,750	3,028
Ireland, Dublin	8,509	8,620	9,367

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Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Italy, Florence	1,210	1,225	1,353
Italy, Milan	4,664	4,725	5,207
Italy, Naples	2,063	2,093	2,293
Italy, Rome	30,423	30,768	33,315
Kosovo, Pristina	6,096	6,155	6,758
Latvia, Riga	5,227	5,473	5,957
Lithuania, Vilnius	4,733	4,966	5,390
Luxembourg, Luxembourg	4,232	4,275	4,717
Macedonia, Skopje	6,812	6,885	7,525
Malta, Valletta	4,392	4,443	4,877
Moldova, Chisinau	3,820	3,850	4,253
Montenegro, Podgorica	2,425	2,439	2,699
Netherlands, Amsterdam	482	489	542
Netherlands, The Hague	12,094	12,223	13,310
Norway, Oslo	7,174	7,242	7,878
OSCE Vienna	5,009	5,048	5,601
Poland, Krakow	1,761	1,792	1,939
Poland, Warsaw	16,335	16,884	18,290
Ponta Delgada	592	600	663
Portugal, Lisbon	9,972	10,078	11,008
Romania, Bucharest	8,640	9,098	9,881
Russia, Moscow	35,779	36,099	37,206
Russia, St Petersburg	5,448	5,498	6,164
Russia, Vladivostok	1,323	1,336	1,499
Russia, Yekaterinburg	1,080	1,091	1,220
Serbia, Belgrade	7,373	7,437	8,080
Slovakia, Bratislava	6,354	6,786	7,316
Slovenia, Ljubljana	4,898	5,131	5,567
Spain, Barcelona	1,772	1,794	1,982
Spain, Madrid	17,521	17,708	19,076
Sweden, Stockholm	9,111	9,197	10,083
Switzerland, Bern	9,210	9,317	10,224
Turkey, Adana	746	754	842
Turkey, Ankara	21,092	21,270	22,681
Turkey, Istanbul	4,326	4,365	4,902
Turkey, Izmir	196	199	215
USEU	10,593	10,666	11,724

D&CP – BUREAU OF EUROPEAN AND EURASIAN AFFAIRS

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
USNATO	10,974	11,055	12,253
USOECD	4,634	4,677	5,249
Ukraine, Kyiv	12,606	12,693	14,033
United Kingdom, Belfast	2,770	2,807	3,092
United Kingdom, Edinburgh	692	701	772
United Kingdom, London	28,391	28,709	31,188
Vatican City, Holy See	2,654	2,680	2,915
Total	662,772	669,684	728,185

Funds by Object Class

(\$ in thousands)

Bureau of European and Eurasian Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	336,030	338,733	376,031
1200 Personnel Benefits	175,733	177,531	198,894
1300 Benefits Former Personnel	2,373	2,397	2,550
2100 Travel & Trans of Persons	26,057	26,401	25,720
2200 Transportation of Things	5,108	5,181	5,028
2300 Rents, Comm & Utilities	30,014	30,496	32,917
2400 Printing & Reproduction	908	913	830
2500 Other Services	65,339	66,356	64,880
2600 Supplies and Materials	21,248	21,528	21,080
3100 Personal Property	30,608	31,093	33,359
4100 Grants, Subsidies & Contrb	17,356	17,432	18,284
Total	710,774	718,061	779,573

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	382	382	382
Funds	66,660	68,435	68,121

Program Description

The Bureau of International Organization Affairs (IO) and its missions in New York, Geneva, Vienna, Rome, Paris, Montreal, and Nairobi are on the front lines of a strategic evolution in U.S. diplomacy – an evolution prompted by the growing importance of adaptable, accountable, and effective international organizations in the context of mounting global challenges. Challenges such as nuclear nonproliferation, food security, global health, and climate change signal an era of transnational issues which will demand action well beyond traditional bilateral or even regional channels.

The U.S. has taken innovative strides to invigorate engagement with the many and varied multilateral organizations which populate the international system. Central to that effort is the firm belief that multilateral diplomacy offers important opportunities and comparative advantages for advancing U.S. foreign policy and other priorities, and the understanding that advancing diplomatic and development objectives must entail stronger and more effective linkages between bilateral and multilateral priorities. IO manages U.S. interaction with the United Nations (UN), UN specialized and technical agencies, and other international organizations, and oversees accounts which constitute the funding platform for a host of multilateral bodies.

The UN, and in particular the UN Security Council, is the central organization for managing multilateral peace activities – activities that continue to grow in scope and importance. Since the first UN peacekeeping operation in 1948, such missions have proven to be effective means of fostering peace, reconciliation, and reconstruction. Furthermore, UN peacekeeping serves as an important step toward stabilization of conflict zones to give rule of law, good governance, and development a chance to take hold. UN Peacekeeping serves U.S. national interests and is cost-effective. Much can and must be done to strengthen the UN's peacekeeping and peace-building tools, including seeking clear, credible, and achievable peacekeeping mandates; improving efforts to train and equip UN peacekeepers; recognizing that peacemaking efforts must accompany peacekeeping operations; and establishing the protection of civilians as a core function of all UN peacekeeping missions.

Among the President's earliest foreign policy commitments was to reduce the threat posed by nuclear weapons and materials. The Nuclear Non-Proliferation Treaty is the cornerstone of that effort. In 2010, the President released his National Security Strategy (NSS), which signals clearly the central role U.S. engagement with the UN and the international system must play in realizing national security priorities. The NSS lists as one of four enduring U.S. national interests "an international order advanced by U.S. leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges." That international order must play a vital role within this context of energized U.S. leadership, on both nonproliferation and counterterrorism issues. The UN Security Council has been active particularly with respect to binding resolutions on nonproliferation, including resolutions imposing

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

legally binding sanctions measures on Iran and North Korea and specific resolutions on nuclear non-proliferation and disarmament.

The protection and promotion of human rights remains a clear U.S. priority. Since joining the UN Human Rights Council in 2009, the U.S. has expended great effort to reassert its crucial, credible voice on the international stage in defense of human rights and to advocate for more effective multilateral action in the same regard. The first sessions of the Council with a U.S. presence were marked by significant, though incremental, accomplishments that pointed toward a Council with greater credibility and effectiveness in defense of human rights globally. In 2010, the U.S. presented a report on its domestic human rights record as part of the Human Rights Council's Universal Periodic Review. This report provided the U.S. not only an opportunity to reflect on its human rights record, but also the chance to serve as an example to other countries on how to conduct a thorough, transparent, and credible review.

The U.S. also continues its active leadership on gender issues. In 2009, with U.S. support, the UN General Assembly adopted a resolution that merged four existing women's agencies/organizations into one unified entity. The U.S. will play a vocal role in shaping the discussion on the design of the new entity to ensure it is a valuable structure that effectively addresses global gender issues.

Sustainable, long-term global development cannot be separated from the parallel need for assertive action to address threats to the environment, global health, and food security. In turn, none of the many issues subsumed under these critical themes can be addressed effectively without employing the full range of multilateral organizations, including the UN. The multilateral aspects of addressing global development priorities were first established in 2000 through the Millennium Development Goals (MDGs). While the world has made strides in meeting some of the MDGs, including significant reductions in rates of extreme poverty and improved access to primary education, that progress has been uneven. The U.S. will seek to improve the coherence and focus of existing multilateral efforts in support of the MDGs, and will endeavor to amplify and extend effective UN programs that complement U.S. efforts, including many undertaken by the UN Human Settlements Program, the UN Environmental Program, the UN Development Program, UNICEF, and the UN's Educational, Scientific, and Cultural Organization.

Among the MDGs was a pledge by the international community to reduce by half the proportion of people who suffer from hunger and poverty by 2015. Despite historic progress toward that lofty goal, nearly one billion people worldwide remain in want of food. In light of that fact, the U.S. is leading a new effort to strengthen global food security. The U.S. Global Hunger and Food Security Initiative is defining that effort, which includes close coordination with UN agencies such as the World Food Program, the Food and Agricultural Organization, and the International Fund for Agriculture Development.

Three of the MDGs directly target health challenges: child mortality, maternal health, and HIV/AIDS, malaria, and other diseases. Invigorated U.S. efforts to propel progress on these and other health-related goals find definition in the Global Health Initiative, which is helping partner countries to improve measurable health outcomes by strengthening health systems and building upon proven results. Strengthened collaboration with multilateral partners, including the World Health Organization, the Pan American Health Organization, the UN Population Fund, and UNAIDS, is a key feature of the U.S. effort.

As the scope and scale of global challenges grow, so too does the need for more effective governance of global public spaces and global systems. The U.S. derives many benefits from engagement with international organizations that support such systems. For example, the International Atomic Energy Agency promotes critical U.S. interests in nuclear nonproliferation, nuclear security, and nuclear safety, while also helping to share the peaceful benefits of nuclear energy and medicine to countries around the world. The World Intellectual Property Organization protects intellectual property rights, which in turn

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

encourages creativity, innovation, and economic development. The International Civil Aviation Organization helps ensure the safety and security of the thousands of commercial, cargo, and other aircraft totaling more than 1.2 million international flights to or from the U.S. in 2009. These examples underscore that U.S. engagement with and leadership in UN technical and specialized agencies directly advance U.S. national interests.

The Quadrennial Diplomacy and Development Review (QDDR) highlights the fact that the Department must expand the ranks of diplomats skilled in multilateral diplomacy and improve the links between its multilateral and bilateral diplomacy. Now, more than ever before, the Department’s multilateral diplomats must maintain relationships with international organizations and mobilize member-states to support the Administration’s priorities in those organizations. The QDDR recognizes that these two critical functions must be independently staffed such that dedicated, accountable diplomats at State or at Missions in the field can independently engage with international organizations themselves and mobilize the votes needed to advance the Administration’s agenda. The Department will work to enhance its multilateral staffing consistent with these goals.

Finally, as the largest contributor to the UN system, the U.S. has a keen interest in safeguarding taxpayer funds and ensuring that UN activities are carried out efficiently and effectively. Effectiveness, efficiency, oversight, transparency, and accountability are not just crucial to realizing the goals discussed above, they are equally important to ensuring the credibility and reputation of the organizations in which the U.S. participates.

In 2010, U.S. initiative in this context was instrumental in important improvements in UN effectiveness and accountability. For example, U.S. leadership was crucial to the successful creation of the UN’s Global Field Support Strategy, which will streamline and speed services to UN peacekeeping missions. The Department also continues to promote agency-specific reforms, which in 2010 resulted in successes including an independent audit committee for the International Telecommunications Union and the consolidation of separate and overlapping agencies into a new entity, UN Women. The U.S. also continues to work with UN organizations, such as UNEP and UN-Habitat, to strengthen the independent evaluation of their work to ensure goals and priorities are met, and to inform their program and budget planning processes.

Justification of Request

The Department’s FY 2012 request of \$68.121 million for IO maintains current services and includes \$595,000 in efficiency savings in planned administrative savings. The request is \$1.461 million above the FY 2010 Actual level.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			Pos FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	226	73	83	12	394	24,431	42,229	66,660
FY 2011 CR	226	73	83	12	394	26,004	42,431	68,435
FY 2012 Built-in Changes								
Domestic Inflation	0	0	0	0	0	41	0	41

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Efficiency Savings	0	0	0	0	0	(595)	0	(595)
Overseas Price Inflation	0	0	0	0	0	240	0	240
Total Built-in Changes	0	0	0	0	0	(314)	0	(314)
FY 2012 Current Services	226	73	83	12	394	25,690	42,431	68,121
FY 2012 Request	226	73	83	12	394	25,690	42,431	68,121

Staff by Program Activity (positions)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	34	34	34
Counter-Terrorism Programs	16	16	16
Diplomatic Security	5	5	5
Domestic Administrative Support	18	18	18
Information Resource Management	27	27	27
Multilateral Diplomacy	258	258	258
Policy Formulation	13	13	13
Public Diplomacy	11	11	11
Total	382	382	382

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

Funds by Program Activity

(\$ in thousands)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	12,844	12,967	13,167
Counter-Terrorism Programs	2,054	2,076	2,074
Diplomatic Security	1,150	1,196	1,188
Domestic Administrative Support	6,205	6,490	6,437
Information Resource Management	5,994	6,468	6,165
Multilateral Diplomacy	18,363	18,879	18,804
Overseas Program Support	4,384	4,693	4,634
Policy Formulation	12,150	12,150	12,150
Public Diplomacy	3,516	3,516	3,502
Total	66,660	68,435	68,121

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Consular Relations	34	0	0	34	5,284	7,883	13,167
Counter-Terrorism Programs	12	4	0	16	198	1,876	2,074
Diplomatic Security	0	5	0	5	658	530	1,188
Domestic Administrative Support	18	0	0	18	4,112	2,325	6,437
Information Resource Management	16	11	0	27	2,862	3,303	6,165
Multilateral Diplomacy	215	43	8	266	5,884	12,920	18,804
Overseas Program Support	0	0	0	0	4,634	0	4,634
Policy Formulation	0	13	0	13	0	12,150	12,150
Public Diplomacy	4	7	4	15	2,058	1,444	3,502
Total	299	83	12	394	25,690	42,431	68,121

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

Staff by Domestic Organization Unit (positions)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for International Organ. Affairs	162	162	162
Policy, Public and Congressional Affairs	4	4	4
U.S. Mission to the UN	135	135	135
Total	301	301	301

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for International Organ. Affairs	23,532	24,048	23,966
Policy, Public and Congressional Affairs	415	415	416
U.S. Mission to the UN	17,854	18,318	18,242
Total	41,801	42,781	42,624

Staff by Post (positions)

Bureau of International Organization Affairs (IO)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Austria, Vienna	19	3	22	17	3	20	17	3	20
Canada, Montreal	2	0	2	1	0	1	1	0	1
France, Paris	7	0	7	9	0	9	9	0	9
Italy, Rome	7	1	8	7	1	8	7	1	8
Kenya, Nairobi	1	0	1	1	0	1	1	0	1
Switzerland, Geneva	45	8	53	46	8	54	46	8	54
Total	81	12	93	81	12	93	81	12	93

D&CP – BUREAU OF INTERNATIONAL ORGANIZATION AFFAIRS

Funds by Post

(\$ in thousands)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Austria, Vienna	4,738	4,906	4,875
Canada, Montreal	750	766	764
France, Paris	3,157	3,252	3,232
Italy, Rome	2,687	2,779	2,761
Kenya, Nairobi	361	375	372
Switzerland, Geneva	13,166	13,576	13,493
Total	24,859	25,654	25,497

Funds by Object Class

(\$ in thousands)

Bureau of International Organization Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	41,945	42,633	42,910
1200 Personnel Benefits	12,462	12,752	12,826
2100 Travel & Trans of Persons	1,337	1,433	1,393
2200 Transportation of Things	212	233	229
2300 Rents, Comm & Utilities	3,285	3,523	3,045
2400 Printing & Reproduction	506	558	548
2500 Other Services	4,950	5,215	5,099
2600 Supplies and Materials	1,357	1,471	1,435
3100 Personal Property	151	162	163
4100 Grants, Subsidies & Contrb	455	455	473
Total	66,660	68,435	68,121

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D&CP – OFFICE OF INTERNATIONAL CONFERENCES

Resource Summary (*\$ in thousands*)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	47,785	47,785	73,915

Program Description

The Office of International Conferences (IO/C) manages U.S. participation in international conferences through the official accreditation of U.S. delegations to multilateral meetings. IO/C funds the participation of the Department of State in multilateral conferences. Costs include delegate travel and per diem; administrative costs associated with the Department's component of U.S. delegations; and costs of conferences hosted by the U.S. The objective of the office is to ensure that the U.S. is represented by delegations that can best attain U.S. policy objectives through these vital diplomatic activities.

IO/C supports the Department's participation in approximately 450 meetings annually, sponsored by organizations within and outside the UN framework on a wide range of global issues of important to the U.S. Meetings deal with important issues such as economic, trade and development matters; energy; technology and environmental controls; security; disarmament and nuclear-related issues; air and maritime safety; counterterrorism; human rights; piracy; narcotics and crime; health; natural resources; vehicle safety standards; telecommunications; and international law. The U.S. also continues to promote and protect U.S. hemispheric interests through participation in meetings of the Organization of American States (OAS) and related organizations. The U.S. accomplishes similar goals reflecting key U.S. regional relationships through participation in meetings of the Asia Pacific Economic Cooperation (APEC) forum, the North Atlantic Treaty Organization, the UN regional commissions, the G8 and G20 summits, International Maritime Organization, the signatories of the Antarctic Treaty, and the North Atlantic Treaty Organization (NATO) summit.

Active U.S. participation in these conferences is important. Otherwise, the U.S. risks losing its voice and influence in promoting and protecting key U.S. interests as policies are adopted, reform measures are considered, and directions and priorities of activities are decided in a variety of multilateral international organizations in which the U.S. has membership.

IO/C supports regularly scheduled conferences involving substantial U.S. participation. These include the United Nations General Assembly and regular meetings of the UN subsidiary bodies and specialized agencies. These in turn include the Economic and Social Council and its commission, the International Atomic Energy Agency, the World Health Organization, the Food and Agriculture Organization, the International Labor Organization, the G-8 Forum for the Future, and the International Telecommunications Union. The U.S. also participates as a member in the UN Educational, Scientific, and Cultural Organization meetings, as well as meetings of the UN Human Rights Council.

In addition to support for regularly scheduled conferences, IO/C has addressed requirements associated with new meetings or special initiatives reflecting high priority administration interests, such as the OAS Inter-American Committee against Terrorism and the OAS General Assembly.

D&CP – OFFICE OF INTERNATIONAL CONFERENCES

Justification of Request

The Department’s FY 2012 request of \$73.915 million for the Office of International Conferences maintains current services and includes \$173,000 in efficiency savings. The current service level includes approximately \$48 million of base resources for activities associated with U.S. participation in international conferences, including costs associated with hosting the APEC conference. The request represents an increase of \$26.15 million over the FY 2010 Actual level. A program increase of \$26.15 million will provide funds for the estimated FY 2012 expenses of hosting the NATO summit.

NATO Summit: \$26,150,000

The U.S. will host the 2012 NATO Summit; a firm location has not been announced. This meeting, which is not held as regularly as NATO ministerial meetings, serves as an important periodic opportunity for Heads of State and Heads of Government of NATO member countries to evaluate and provide strategic direction for Alliance activities. NATO summits are critical junctures in the alliance’s decision-making process at the highest level. Summits are used to introduce new policy, invite new members into the alliance, launch major new initiatives, and build partnerships with non-NATO countries. Site selection is still underway and expected to be completed in spring 2011. Resources requested will support costs associated with the rental facilities to hold the conference, facility staging, and travel and transportation expenses in addition to other administrative support services.

Resource Summary

	Positions				Pos Total	Funds (\$ in thousands)		
	American		Overseas	FSN		Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	0	0	0	0	0	47,785	0	47,785
FY 2011 CR	0	0	0	0	0	47,785	0	47,785
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(173)	0	(173)
Domestic Inflation	0	0	0	0	0	153	0	153
Total Built-in Changes	0	0	0	0	0	(20)	0	(20)
FY 2012 Current Services	0	0	0	0	0	47,765	0	47,765
FY 2012 Program Changes								
NATO Summit	0	0	0	0	0	26,150	0	26,150
Total Program Changes	0	0	0	0	0	26,150	0	26,150
FY 2012 Request	0	0	0	0	0	73,915	0	73,915

D&CP – OFFICE OF INTERNATIONAL CONFERENCES

Funds by Program Activity (\$ in thousands)

Office of International Conferences	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	47,785	47,785	73,915
Total	47,785	47,785	73,915

Program Activities

Office of International Conferences (OIC)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Domestic Administrative Support	0	0	0	0	73,915	0	73,915
Total	0	0	0	0	73,915	0	73,915

Funds by Object Class (\$ in thousands)

Office of International Conferences	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	5,355	3,981	6,204
1200 Personnel Benefits	457	284	441
2100 Travel & Trans of Persons	23,702	4,527	7,005
2300 Rents, Comm & Utilities	3,059	21,215	32,770
2500 Other Services	13,025	12,242	18,933
2600 Supplies and Materials	2,187	5,536	8,562
Total	47,785	47,785	73,915

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D&CP – INTERNATIONAL INFORMATION PROGRAMS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	276	276	277
Funds	102,566	109,466	136,111

Program Description

The Bureau of International Information Programs (IIP) promotes U.S. foreign policy goals and objectives, advances national interests, and enhances national security by informing and influencing foreign publics and by expanding and strengthening the relationship between the people and government of the U.S. and citizens of the rest of the world. IIP advocates policy with key opinion makers and engages a wider range of overseas publics through speaker, print and electronic outreach programs in English, Arabic, Chinese, French, Persian, Russian, and Spanish. IIP also partners with U.S. embassies and consulates in more than 140 countries worldwide for public diplomacy outreach.

IIP's information activities support primary public diplomacy strategic responsibilities to engage, inform, and influence foreign publics, deploying the most effective media for given information environments; to explain and advocate U.S. policy; and to foster a sense of common interests and common values between Americans and people of different countries, cultures, and faiths around the world.

IIP's top operational priorities are to create and maintain information and engagement programs that can compete in today's crowded, rapidly changing global information environment; to provide public diplomacy material and support for in-country information activities of U.S. missions worldwide; and to play a leading role in exploring international information gathering behaviors and deploying new media to increase the reach and effectiveness of U.S. communications.

IIP seeks to maintain a nimbleness and resilience to make the most of new opportunities and to be alert to take advantage as opportunities become apparent. IIP's research capabilities and its relationships with the communication industry are an essential element of doing business. IIP provides staff the flexibility and space to see what technologies or new approaches might be useful and encourages them to be creative. IIP's most innovative applications of new tools have developed in this way, from staff up. IIP invests time and energy into finding new avenues for reaching audiences and being heard.

The Administration's policy of engagement, along with the commitment to make the most of Web 2.0 and social media, creates extraordinary new possibilities. In many ways, IIP is moving back to the core principles of public diplomacy, but with more powerful tools and more complex challenges. IIP, with its resilient, creative professional corps, looks forward to the challenges and opportunities that lie ahead.

Performance

The Bureau of International Information Programs transforms U.S. policies into information products tailored to engage and persuade critically important international audiences. This indicator measures the impact on intended target audiences who consume those products.

D&CP – INTERNATIONAL INFORMATION PROGRAMS

STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING						
Strategic Priority	Offer a Positive Vision					
Indicator	Percent of foreign audiences with a better understanding of U.S. policy, society and values after exposed to International Information Programs, products, and activities.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
83 percent [Baseline]	Data available FY 2010	55 percent-revised baseline. ◀▶ On Target	Data available in FY 2011. Data Not Yet Available, No Rating	56 percent	57 percent	58 percent
Impact	Impact will be assessed when the data is available. Audiences have a better understanding of U.S. policy, society and values after exposure to IIP programs, products and activities.					
Methodology	Data was obtained through an in-person or over the phone survey with participants of Public Diplomacy programs, products, and activities. Data was also obtained through focus groups.					
Data Source and Quality	The Public Diplomacy Impact (PDI) study uses rigorous statistical methods and tests to ensure data credibility and validity and established measurement properties through a number of factors, including consistency analyses, item-total correlations, and factor analyses. The Data Quality Assessment revealed no significant data limitations.					

"Positive change" reflects a tangible, measurable action taken by a key audience to directly apply knowledge gained from a public diplomacy activity. The measure assesses the statistical significance of intended positive behavior change among key foreign publics as a result of the long term impact of public diplomacy activities to engage, inform and influence those publics. "Positive change" tracks behavioral change and the application of knowledge gained from public diplomacy activities to local foreign institutions, community groups, government, or civil society organizations by the recipients and beneficiaries of public diplomacy programs.

STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING						
Strategic Priority	Offer a Positive Vision					
Indicator	Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IPP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
32 percent [Baseline]	Data available FY 2010	54 percent-revised baseline. New Indicator, No Rating	Data available in FY 2011. Data Not Yet Available, No Rating	55 percent	56 percent	57 percent
Impact	Impact will be assessed when data is available. The IIP program brings positive behavior change among key foreign publics as a result of the long term impact of public diplomacy activities to engage, inform and influence those publics.					

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Methodology	Data was obtained through an in-person or over the phone survey with participants of Public Diplomacy programs, products, and activities. Data was also obtained through focus groups.
Data Source and Quality	The Public Diplomacy Impact (PDI) study uses rigorous statistical methods and tests to ensure data credibility and validity and established measurement properties through a number of factors, including consistency analyses, item-total correlations, and factor analyses. The Data Quality Assessment revealed no significant data limitations.

Justification of Request

The Department’s FY 2012 request of \$136.111 million for the Bureau of International Information Programs is a \$33.5 million increase over the FY 2010 Actual total of \$102.6 million. The budget includes a current services decrease of \$923,000 in contracts, travel, supplies, and equipment in support of the Government-wide effort to curb administrative spending. The \$136.1 million request also includes a reduction of \$1.8 million in efficient savings adjustments in support of the President’s message on fiscal discipline and spending restraint. In addition, the net increase of the base adjustment includes \$864,000 for domestic inflation. A total 277 positions are also included and the program increases are as follows:

Center for Strategic Counterterrorism Communications (CSCC): \$6,200,000

Public Diplomacy is at the forefront of countering violent extremism. This funding will support the CSCC, which is tasked with leading a U.S. Government wide rapid guidance and communication effort to counter violent extremism. As stated in the Quadrennial Diplomacy and Development Review (QDDR), “the CSCC will coordinate, orient, and inform whole-of-government communications activities targeted against violent extremism to audiences abroad.” The QDDR also acknowledges that “the Center will work closely with the Secretary’s Coordinator for Counterterrorism or its proposed successor Bureau of Counterterrorism, as well as the Department of Defense, the Department of Justice’s National Security Division, the Department of Homeland Security and other agencies responsible for information programs related to counterterrorism.”

American Centers: \$15,375,000

The Department continues to further engage the public to increase understanding of and respect for American society, values, and policies. Funds will support American Centers worldwide with improved content as well as support the renovation of existing centers to better reflect the image of the United States.

Global Information Campaigns: \$3,800,000

For FY 2012, IIP is requesting \$3.8 million to fund the Global Information Campaigns initiative which is on the Department’s High Priority Performance Goals on global issues. This increase will allow the Bureau to launch three multifaceted, coordinated campaigns for top priority issues such as food security and water.

In FY 2010, IIP dedicated \$1 million in base funding to launch the first of these campaigns, focused on climate change. IIP projects to launch four such campaigns through FY 2013. After three or four years of a campaign, IIP expects the international narrative to have shifted enough to move the campaign to a maintenance level, at which time funds would become available for further such campaigns e.g., women’s empowerment. IIP will create benchmarks to measure progress as each campaign gets underway.

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Special Representative for Muslim Communities (S/RMC): \$2,000,000

Countries with significant Muslim populations have some of the world’s highest proportions of young people; S/SRMC’s goal in these countries is to address the needs of youth in comprehensive and strategic ways. In collaboration with U.S. diplomatic posts and local civil society organizations, the S/SRMC will organize training and events that will lead to the creation of action networks of empowered individuals who can make positive changes in their communities and will seek to highlight the positive contributions of Muslim communities.

Audience Analysis: \$193,000, including 1 Position

To identify the most appropriate ways to tailor messages to reach and engage foreign publics, the Department is increasing staff to establish an audience research and analysis capability within IIP. Funding will enable IIP to update and expand the Content Management System for the Department’s online presence overseas, and provide critical technical support without interruption as new websites are added to the system in FY 2012.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	227	29	20	0	276	73,398	29,168	102,566
FY 2011 CR	227	29	20	0	276	80,298	29,168	109,466
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(1,787)	0	(1,787)
Domestic Inflation	0	0	0	0	0	864	0	864
Total Built-in Changes	0	0	0	0	0	(923)	0	(923)
FY 2012 Current Services	227	29	20	0	276	79,375	29,168	108,543
FY 2012 Program Changes								
Center for Strategic Counterterrorism Communications	0	0	0	0	0	6,200	0	6,200
New Domestic Position	1	0	0	0	1	67	126	193
Global Information Campaigns	0	0	0	0	0	3,800	0	3,800
S/SRMC Programmatic and operational support	0	0	0	0	0	2,000	0	2,000
American Centers Management	0	0	0	0	0	15,375	0	15,375
Total Program Changes	1	0	0	0	1	27,442	126	27,568
FY 2012 Request	228	29	20	0	277	106,817	29,294	136,111

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Staff by Program Activity

(positions)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Public Diplomacy	276	276	277
Total	276	276	277

Funds by Program Activity

(\$ in thousands)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Public Diplomacy	102,566	109,466	136,111
Total	102,566	109,466	136,111

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Public Diplomacy	257	20	0	277	106,817	29,294	136,111
Public Diplomacy - Program Costs	257	20	0	277	106,817	29,294	136,111
Total	257	20	0	277	106,817	29,294	136,111

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Staff by Domestic Organization Unit (positions)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Executive Direction	34	34	35
Global Programs	96	96	96
Information Technology Service	34	34	34
Public Diplomacy	0	0	0
Public Diplomacy - Overseas	0	0	0
Regional Programs	92	92	92
Total	256	256	257

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Executive Direction	8,869	9,136	9,261
Global Programs	25,065	22,518	26,174
Information Technology Service	15,057	13,694	13,581
Public Diplomacy	20,022	31,798	54,803
Public Diplomacy - Overseas	0	0	0
Regional Programs	29,556	28,323	28,295
Total	98,569	105,469	132,114

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Staff by Post (positions)

Bureau of International Information Programs (IIP)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Argentina, Buenos Aires	1	0	1	1	0	1	1	0	1
Austria, Vienna	2	0	2	2	0	2	2	0	2
Brazil, Brasilia	1	0	1	1	0	1	1	0	1
China, Beijing	1	0	1	1	0	1	1	0	1
Egypt, Cairo	1	0	1	1	0	1	1	0	1
Germany, Berlin	1	0	1	1	0	1	1	0	1
Ghana, Accra	1	0	1	1	0	1	1	0	1
India, New Delhi	1	0	1	1	0	1	1	0	1
Indonesia, Jakarta	1	0	1	1	0	1	1	0	1
Iraq, Baghdad	1	0	1	1	0	1	1	0	1
Italy, Rome	1	0	1	1	0	1	1	0	1
Japan, Tokyo	1	0	1	1	0	1	1	0	1
Kenya, Nairobi	1	0	1	1	0	1	1	0	1
Mexico, Mexico City	1	0	1	1	0	1	1	0	1
Poland, Warsaw	1	0	1	1	0	1	1	0	1
Senegal, Dakar	1	0	1	1	0	1	1	0	1
South Africa, Pretoria	1	0	1	1	0	1	1	0	1
Thailand, Bangkok	1	0	1	1	0	1	1	0	1
United Arab Emirates, Abu Dhabi	1	0	1	1	0	1	1	0	1
Total	19	0	19	19	0	19	19	0	19

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Funds by Post

(\$ in thousands)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Argentina, Buenos Aires	156	156	156
Austria, Vienna	764	764	764
Brazil, Brasilia	174	174	174
China, Beijing	183	183	183
Egypt, Cairo	182	182	182
Germany, Berlin	181	181	181
Ghana, Accra	164	164	164
India, New Delhi	244	244	244
Indonesia, Jakarta	242	242	242
Italy, Rome	287	287	287
Japan, Tokyo	169	169	169
Kenya, Nairobi	153	153	153
Mexico, Mexico City	159	159	159
Poland, Warsaw	209	209	209
Senegal, Dakar	157	157	157
South Africa, Pretoria	201	201	201
Thailand, Bangkok	218	218	218
United Arab Emirates, Abu Dhabi	154	154	154
Total	3,997	3,997	3,997

D&CP – INTERNATIONAL INFORMATION PROGRAMS

Funds by Object Class

(\$ in thousands)

Bureau of International Information Programs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	25,856	23,334	23,521
1200 Personnel Benefits	7,930	8,719	8,784
2100 Travel & Trans of Persons	1,537	2,106	2,000
2200 Transportation of Things	1	1	1
2300 Rents, Comm & Utilities	2,471	4,987	4,987
2400 Printing & Reproduction	449	420	420
2500 Other Services	58,183	60,260	79,791
2600 Supplies and Materials	683	683	600
3100 Personal Property	1,297	1,297	8,348
4100 Grants, Subsidies & Contrb	4,159	7,659	7,659
Total	102,566	109,466	136,111

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D&CP – AMBASSADOR’S FUND FOR CULTURAL PRESERVATION

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	5,750	5,750	5,750

Program Description

The U.S. Ambassador’s Fund for Cultural Preservation (AFCP), funded through the Diplomatic and Consular Programs appropriation, was established in FY 2001. The AFCP provides direct grant support to the preservation of cultural heritage in developing countries, demonstrating U.S. respect for other cultures.

The Bureau of Educational and Cultural Affairs (ECA) administers the AFCP. Individual grants have ranged from \$5,000 to nearly \$1 million. To date, the AFCP has supported nearly 650 projects worldwide, totaling \$29 million. Funded projects include technical support for the preservation of historic buildings and sites, museum collections, and forms of traditional cultural expression.

In FY 2010, ECA invited U.S. Embassies in 136 eligible countries and the Consulate General in Jerusalem to submit proposals for support through AFCP for projects to preserve cultural heritage. ECA’s Cultural Heritage Center received 192 proposals by the December 31, 2009, application deadline. A total of \$5.6 million was distributed in awards of grants in 54 countries and \$157,160 was spent on administrative costs.

FY 2010 Actual Distribution (\$ in thousands)

<u>Bureau</u>	
Western Hemisphere Affairs (WHA)	494
European and Eurasian Affairs (EUR)	1,224
East Asian and Pacific Affairs (EAP)	1,026
Near Eastern Affairs (NEA)	487
South and Central Asian Affairs (SCA)	1,780
African Affairs (AF)	582
Educational and Cultural Affairs (ECA)	<u>157</u>
Total	\$5,750

Justification of Request

The Department’s FY 2012 request of \$5.750 million for the Ambassadors Fund for Cultural Preservation will continue the Administration’s outreach efforts through the preservation of sites, objects and forms of traditional cultural expression. This level is consistent with the FY 2010 enacted appropriations.

D&CP – AMBASSADOR’S FUND FOR CULTURAL PRESERVATION

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	5,750	0	5,750
FY 2011 CR	0	0	0	0	0	5,750	0	5,750
FY 2012 Current Services	0	0	0	0	0	5,750	0	5,750
FY 2012 Request	0	0	0	0	0	5,750	0	5,750

Funds by Program Activity (\$ in thousands)

Ambassador's Fund for Cultural Preservation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	5,750	5,750	5,750
Total	5,750	5,750	5,750

Program Activities

Ambassador's Fund for Cultural Preservation (ACP)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	0	0	0	0	5,750	0	5,750
Total	0	0	0	0	5,750	0	5,750

Funds by Object Class (\$ in thousands)

Ambassador's Fund for Cultural Preservation	FY 2010 Actual	FY 2011 CR	FY 2012 Request
2500 Other Services	130	130	130
4100 Grants, Subsidies & Contrb	5,620	5,620	5,620
Total	5,750	5,750	5,750

D&CP – BUREAU OF PUBLIC AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	236	236	237
Funds	41,088	40,914	40,807

Program Description

The Bureau of Public Affairs (PA) supports U.S. foreign policy goals and objectives, advances national interests, and enhances national security by informing and influencing domestic and global public opinion about American interaction with the rest of the world. Beyond the varied means already used, PA is constantly seeking new ways to bring U.S. foreign policy to our fellow citizens and to the world. PA's priorities for FY 2012 are guided by the need to drive the news cycle with affirmative U.S. messages and examples of American leadership. To achieve this, PA must engage in the global media through more outlets and with more voices across the news cycle; respond to challenges to this narrative and counter misinformation rapidly; use multiple channels of communication, especially in new and developing media; and build a domestic constituency for U.S. foreign policy by providing the historical and diplomatic context for U.S. foreign policy.

The Secretary's strategic vision defines Smart Power as the ability to combine hard and soft power into a winning strategy for the Department. PA priorities for public affairs outreach are being reordered to reflect the Administration's new approach to the world – to a larger and more varied audience. The Department is picking the right tool, or combination of tools to make clear to the American people and overseas audiences the Administration's foreign policy, and why U.S. Government acts as it does in the world. In working to extend the Department's public affairs reach, these tools include an ever increasing use of New Media (i.e., social media platforms) and a better targeting of all traditional means of communication.

The Department is working in an environment shaped by new realities: a more positive U.S. and worldwide view of U.S. foreign policy; a global audience and 24/7 news; and an ever proliferating means of global communication. These new circumstances inform both ongoing daily efforts and anticipated long-term planning.

Secretary Clinton is pursuing a foreign policy powered by “partnership, principles and pragmatism.” The Secretary is also leading the Department in its innovative public outreach, saying: “We are reaching beyond governments and marshalling the forces of 21st century technology to engage directly with people – with women, young people, civil society, and human rights activists around the world...” PA is the Department's bullhorn for communicating the Administration's foreign policy message by way of the following:

Electronic Information and Digital Communications

PA plays a critical role in Smart Power diplomacy by providing information that is timely, newsworthy, and designed to better engage, educate, empower and facilitate the exchange of information with broader audiences. PA will introduce new media products and transform the Department's web site to stimulate an expanding broadband audience with richer news and features.

D&CP – BUREAU OF PUBLIC AFFAIRS

Broadcasting and Video Technology

PA will enhance the communication of U.S. foreign policy priorities abroad, and encourage deeper understanding of American society, in creative ways: through the use of television and Web video services, products, and content; via access to television outlets that serve international audiences; by means of export of commercial programming; and in collaboration with posts abroad.

Expanded Outreach

PA will reach out to the American public, through: press briefings and media interviews; international, national, and local television, radio and print interviews with Department officials; press roundtables; and a variety of other dynamic and innovative means – to expand the Department’s audiences and further the Department’s mission.

International Media Engagement

Through regional media hubs in London, Brussels, Dubai, Tokyo, Miami, and Pretoria, PA engages regional media in real time and in the appropriate languages, to ensure that U.S. policies are presented accurately and positively. The hubs are designed to increase official U.S. voices and faces on foreign television, radio and other foreign media so that the Department is a visible and effective advocate of U.S. policies and priorities with foreign audiences. The goal is to deliver the message as often as possible, through every possible platform, in the languages spoken by target audiences and in culturally appropriate ways.

Rapid Response to Foreign Media

The Rapid Response Unit in PA was established to alert senior U.S. officials in agencies and embassies as to how U.S. policies are playing around the world and to provide concise and effective messages for their use. The Rapid Response Unit is a critical asset for the Department in today’s 24/7 global news environment.

Work with Foreign Media

Through the Foreign Press Centers, PA continually will improve programs to tap the power of the foreign press to inform, engage, and influence perceptions of U.S. foreign policy. Foreign Press Center briefings, as well as resident and reporting journalist tours, will expand the communication of American values, including freedom, democracy and prosperity, to larger international audiences.

Historical Context for Policymakers and the Public

The Historian supports the policy process by preparing historical research studies that provide insight on current issues and problems. The Historian also engages in outreach activities with historical context, as does the United States Diplomacy Center.

Performance

The Bureau of Public Affairs will continue to tap the power of the foreign media to inform and engage global publics about U.S. foreign policy and explain the President's agenda abroad. Far-reaching

D&CP – BUREAU OF PUBLIC AFFAIRS

programs such as reporting tours for resident and visiting foreign journalists are some of the most powerful mechanisms for U.S. diplomacy.

STRATEGIC GOAL: PROMOTING INTERNATIONAL UNDERSTANDING						
Strategic Priority	Nurture Common Interests and Values					
Indicator	Number of articles accurately portrayed or broadcast by journalists participating in Foreign Press Center programs.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	70 articles [Baseline]	100 articles	100 articles	200 articles	250 articles
New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target	◀▶ On Target			
Impact	Foreign Press Center programs give international journalists balanced and in-depth information on U.S. foreign and domestic policies and yield concrete results: accurate portrayals of U.S. policy in reports to readers and viewers around the world. 50 percent of journalists participating in FPC programs placed 100 accurate portrayals of the Administration's policy in global traditional media.					
Methodology	The accuracy of the articles is judged by Department Media Relations Officers. These articles were placed in targeted media markets to broaden the reach of the Administration's policy message.					
Data Source and Quality	The Foreign Press Center Program Officers, in collaboration with the posts, are taking an active role in documenting the views of the Department-sponsored journalists upon the completion of the media tours. Each journalist tour is documented in a comprehensive report. The Data Quality Assessment revealed no significant limitations. Determination of accuracy, while subjective, is based on pre-established standards.					

Justification of Request

The FY 2012 Request of \$40.8 million is a \$281,000 decrease below the FY 2010 Actual total. PA's base funding of \$40.6 million supports the ongoing work of communicating the Administration's foreign policy message to a domestic and global audience through the use of traditional and New Media, State.gov, Foreign Journalist Tours, Daily Press Briefings, and making the American Foreign Policy story visible through historical presentation and outreach. The budget also includes \$193,000 for a program officer position for the New York Foreign Press Center. Half of all registered foreign correspondents in the U.S. are in New York and PA expects an increase in opportunities as well as demand for briefings. The budget enables PA to support the Secretary's mandate to convey to the public the importance of U.S. foreign policy.

To meet the goal of expanding the reach of U.S. foreign policy to domestic and global audiences through New Media, PA is directing resources to maintain current services and working to develop new tools and processes for www.state.gov. The Department's web site must maintain fresh content to keep audiences engaged. Personalization of content allows individualized customization of the content presentation on the web site – i.e. "My State Department." This expands the reach of the Administration's policy as well as improves communication between citizens and the Secretary with new vehicles for commenting and contributing valuable content to the site, adding, e.g., Wiki authoring and interactive blogs, forums, threaded discussions, and message boards.

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To continue to make the American foreign policy story visible through historical presentation and outreach, the Bureau must continue efforts toward the digitization of the series, *Foreign Relations of the United States (FRUS)*. The Historian of the Department of State is responsible, under law, for publishing the official documentary history of American foreign policy in the series, *Foreign Relations of the United States (FRUS)*, within a legislatively mandated 30 years of events. In addition, The Historian, located in PA, supports the policy process and the President’s agenda with historical research and provides context to outreach activities. Through continued efforts in FY 2012 to digitize past volumes of the *FRUS*, the Historian will be well positioned to respond to a larger number of requests from Department principals, the White House and the National Security Council, for short- and long-term historical studies in support of current policy, especially those with particular focus on the President’s agenda. Digitization of past *FRUS* volumes promotes a greater understanding of foreign policy to a wider audience by creating and updating an ever-expanding array of historical products, and increasingly using technology to create and disseminate many of these products through an improved web page.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	222	14	0	0	236	17,520	23,568	41,088
FY 2011 CR	222	14	0	0	236	17,346	23,568	40,914
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(379)	0	(379)
Overseas Price Inflation	0	0	0	0	0	5	0	5
Domestic Inflation	0	0	0	0	0	74	0	74
Total Built-in Changes	0	0	0	0	0	(300)	0	(300)
FY 2012 Current Services	222	14	0	0	236	17,046	23,568	40,614
FY 2012 Program Changes								
New Domestic Position	1	0	0	0	1	67	126	193
Total Program Changes	1	0	0	0	1	67	126	193
FY 2012 Request	223	14	0	0	237	17,113	23,694	40,807

D&CP – BUREAU OF PUBLIC AFFAIRS

Staff by Program Activity (positions)

Bureau of Public Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	6	6	6
Office Automation	6	6	6
Policy Formulation	224	224	225
Bureau Direction	28	28	28
Mission Direction	67	67	64
Public Affairs	129	129	133
Public Diplomacy	6	6	6
Public Diplomacy - Program Costs	6	6	0
Total	236	236	237

Funds by Program Activity (\$ in thousands)

Bureau of Public Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	4,172	4,152	4,146
Office Automation	4,172	4,152	4,146
Policy Formulation	32,657	32,503	32,457
Bureau Direction	4,789	4,767	4,759
Mission Direction	9,124	9,081	9,069
Public Affairs	18,744	18,655	18,629
Public Diplomacy	4,259	4,259	4,204
Public Affairs	0	0	591
Public Diplomacy - Program Costs	3,668	4,259	3,613
Total	41,088	40,914	40,807

D&CP – BUREAU OF PUBLIC AFFAIRS

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American			Pos	Bureau	American	Funds
	Domestic	Overseas	FSN	Total	Managed	Salaries	Total
Information Resource Management	6	0	0	6	1,529	2,617	4,146
Office Automation	6	0	0	6	1,529	2,617	4,146
Policy Formulation	225	0	0	225	11,971	20,486	32,457
Bureau Direction	28	0	0	28	1,755	3,004	4,759
Mission Direction	64	0	0	64	3,345	5,724	9,069
Public Affairs	133	0	0	133	6,871	11,758	18,629
Public Diplomacy	6	0	0	6	3,613	591	4,204
Public Affairs	0	0	0	0	0	591	591
Public Diplomacy - Program Costs	0	0	0	0	3,613	0	3,613
Total	237	0	0	237	17,113	23,694	40,807

Staff by Domestic Organization Unit

(positions)

Bureau of Public Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Public Affairs	12	12	8
Deputy Assistant Secretary for Press	83	83	88
Deputy Assistant Secretary for Public Information	61	61	61
Deputy Assistant Secretary for Public Liaison and IGA	59	60	60
Executive Office	21	20	20
Total	236	236	237

D&CP – BUREAU OF PUBLIC AFFAIRS

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Public Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Public Affairs	1,561	1,554	1,969
Deputy Assistant Secretary for Press	15,107	15,056	14,816
Deputy Assistant Secretary for Public Information	11,742	11,689	11,687
Deputy Assistant Secretary for Public Liaison and IGA	8,282	8,243	8,058
Executive Office	4,396	4,372	4,277
Total	41,088	40,914	40,807

Funds by Object Class

(\$ in thousands)

Bureau of Public Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	18,749	18,749	19,212
1200 Personnel Benefits	6,302	6,302	6,411
2100 Travel & Trans of Persons	832	1,078	758
2200 Transportation of Things	433	174	425
2300 Rents, Comm & Utilities	1,331	1,314	1,301
2400 Printing & Reproduction	660	651	645
2500 Other Services	11,925	11,801	11,221
2600 Supplies and Materials	584	577	571
3100 Personal Property	272	268	263
Total	41,088	40,914	40,807

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D&CP – BUREAU OF CONSULAR AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	253	253	253
Funds	25,361	25,361	25,354

Program Description

The mission of the Bureau of Consular Affairs (CA) is to protect the lives and interests of U.S. citizens abroad and to strengthen U.S. border security through the vigilant adjudication of U.S. passports and visas. CA contributes significantly to the Department's strategic goals of achieving peace and security; promoting international understanding; and supporting the vision to help American citizens engage the world. The Bureau issues passports that allow U.S. citizens to travel the world, and processes visa applications for foreign citizens who want to come to the U.S. Additionally, CA provides essential services to American citizens overseas. In order to accomplish its mission, CA uses revenue from consular fees and surcharges to fund most consular programs and activities. The Border Security Program chapter provides additional details on the fees that support domestic and overseas consular operations. Additionally, the FY 2012 budget request assumes the Department will continue collection of the WHTI fee until September 30, 2012.

CA provides services around the cycle of life, from certifying the birth of U.S. citizens born abroad, to assisting family members when a U.S. citizen dies overseas. CA adapts quickly to fluctuations in demand for services, especially during times of crisis. For example, the CA response to the January 2010 earthquake that devastated Haiti was a major effort, both in Washington and Port-au-Prince. CA helps U.S. citizens prepare for possible crises and avoid problems abroad through the Consular Information Program and online registration service. In 2010, more than 780,000 U.S. citizens traveling or living abroad registered to make their presence and whereabouts known. CA is working to increase this number of registrants over the coming months. CA works to assist individual U.S. citizens with personal emergencies abroad and to coordinate the U.S. Government response to political crises and natural disasters threatening American citizens abroad.

Outreach is integral to all CA functions, particularly in assisting the American traveling public and foreigners seeking to enter the U.S. CA's overarching public affairs strategy is to be proactive and reach multiple audiences with a consistent message, using all appropriate channels of communication. Travel.state.gov is CA's preeminent outreach tool and is the Consular Information Program's primary means to update the public on travel safety in other countries and provide information on passports, visas, and consular services abroad. It generated more than 370 million visits last year, and CA is enhancing value, improving functionality, and increasing user satisfaction based on suggestions from last year's usability study. CA launched the first phase of the new design mid-year 2010.

Consular issues play a key role in U.S. relationships with other countries. Bilateral and multilateral diplomatic initiatives regarding treaty implementation and compliance are important aspects in consular protection and services abroad and in fulfilling CA's role as the U.S. Central Authority for the Hague abduction and adoption conventions. U.S. performance on incoming abduction cases directly affects the reciprocal cooperation of treaty partners abroad. As the U.S. Central Authority, CA plans to focus on efforts to improve its services and to increase efforts to educate the judges and attorneys in the United

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States. CA is committed to continuing its implementation of the Hague Inter-country Adoption Convention in the United States, and to providing services to American families and children impacted by inter-country adoption.

CA is committed to improving security and operational efficiency through cost-effective use of its resources, implementation of innovative technology and new business practices, and the professional development of its workforce. CA is enhancing training programs, opening additional domestic facilities, and expanding oversight capacity. CA established the Acceptance Facility Oversight Program, which will oversee the work of passport application acceptance facilities around the U.S. CA domestic preprocessing initiative involves extensive use of its domestic consular centers to conduct security and anti-fraud screening, and case preparation, prior to visa interviews by consular officers overseas. Such electronic preprocessing combines economies of scale with easier access for visa petitioners in the U.S. CA will leverage new technologies to enhance the Security Advisory Opinion process to better identify “false hits,” allowing us to focus on persons actually on U.S. watch lists, and avoid processing delays for the travelers who only share a name with the watch-listed individuals.

CA is making steady progress toward completely eliminating paper applications and records, while increasing its capacity to obtain and store data electronically. CA is also expanding its use of online fee collection and appointment systems, and incorporating streamlined fraud tracking and statistical reporting into new consular systems. Over the coming years, CA will deploy the Global Citizen Services (GCS) and Global Visa Services (GVS) Systems, CA’s next-generation software, which will provide more effective and efficient service provision and more secure document issuance. CA began developing functional components of GCS in October 2010. GVS is already in development with the user pilot phase scheduled to begin before the end of FY 2011, and worldwide rollout slated for completion during FY 2012. Both systems will have the flexibility and range to accommodate modernized passport and visa operations, including the Biometric Screening Program. CA will add iris scanning, now in the early pilot stages, to its arsenal to supplement the facial recognition tool. Both will combat document substitution while screening applicants for fraud, criminal activity, and terrorist ties. Thus, armed with a database of over 85 million visa applicant photos and a watch list of 100,000 terrorist photos, the Department can more effectively protect U.S. borders.

As CA looks toward FY 2012 and beyond, its core goal remains – to provide efficient, secure consular services that promote legitimate travel while helping to ensure U.S. national security. CA’s key priorities for FY 2012 are to: (1) provide and deliver travel documents to the American public that incorporate modern security measures; (2) enhance border security through the use of an advanced, electronic visa process that includes more effective fraud pre-screening capabilities designed to detect and deter fraud prior to the visa interview; (3) assist Americans abroad during emergencies or crisis; and (4) continue to fulfill obligations and requirements such as those arising under the U.S. Central Authority for the Hague Convention on the Civil Aspects of International Parental Child Abduction and the Hague Convention on Inter-country adoptions.

Performance

This indicator helps measure the level of accuracy with which CA issues passports to the American public. A lower percentage of passports with errors detected during the audit phase should indicate that fewer passports are issued to fraudulent applicants, and fewer passports are issued to legitimate applicants with erroneous information. In FY 2010, CA created a separate audit office, Office of Adjudication, within Passport Services (PPT), whose role is to establish procedures for auditing passport adjudications with the goal of monitoring the overall error rate and identifying fraud trends in order to reduce errors.

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CA established a target rate of less than 0.2 percent of passports being issued in error and every reasonable effort will be made not to exceed that rate.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Passport Services					
Indicator	Accuracy of the adjudication process as measured by the percentage of audited passport issuances found to have a high likelihood of Issuance in Error (IIE)					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	0.2 percent [Baseline]	0.2 percent	Data expected Mid-2011	[Baseline Year]	0.2 percent	0.2 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	Analyzing Issuance in Error provides opportunity for passport facilities and posts overseas capacity to improve and discover fraud indicators on fraudulent passport applications.					
Methodology	CA developed system tools to collect data, including volume and error rates, on passport applications received in both domestic agencies and acceptance facilities. CA plans to conduct a comprehensive error rate study, and is creating an action plan to reduce the overall error rate.					
Data Source and Quality	Empirical data from Passport Services (CA/PPT) within the Bureau of Consular Affairs (CA) includes identifiable data quality problems using the Unannounced Adjudication Audit Program (UAAP) report. Data quality problems are clearly described in final reports.					

While the quality of the adjudication process is CA's top priority in the area of passports, American travelers and Congress still expect quick and efficient processing of passport applications. This indicator measures how efficiently PPT is serving the American public.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Passport Services					
Indicator	Percentage of passport applications processed within the targeted timeframe.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
71 percent	100 percent	98.9 percent	100 percent	100 percent	100 percent	100 percent
▼ Below Target	◀▶ On Target	▼ Below Target	◀▶ On Target			
Impact	Passports are issued to entitled U.S. applicants.					
Methodology	Targeted timeframe from fiscal years 2009 through 2011 is 4-6 weeks for routine applications and 2-3 weeks for expedited service. Targeted timeframe prior to FY 2009 varied and is documented in previous Congressional Budget Justifications.					
Data Source and Quality	Passport workload statistics collected by Bureau of Consular Affairs. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data is properly stored and readily available.					

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This indicator measures the advancement of the Bureau of Consular Affairs progress towards being able to convert to a fully electronic visa application process. Having this data available electronically permits advanced screening of applicants using a variety of automated research tools and databases. In this manner, applicants who may be ineligible for a visa, including for national security reasons, can be identified prior to interview.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Visa Services					
Indicator	NEW APP INDICATOR: Conversion to web-based visa processing as measured by: 1) the percentage of non-immigrant (NIV) visa applications submitted electronically and; 2) the percentage of immigrant (IV) visa applications submitted electronically.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	Baseline: 0% (NIV); 0% (IV) New Indicator, No Rating	10% (NIV); 0% (IV) New Indicator, No Rating	97% (NIV); 0% (IV) ◀▶ On Target	97% (NIV); 0% (IV)	100% (NIV); 80% (IV)	100% (NIV); 100% (IV)
Impact	Submission of applicant data electronically permits pre-interview screening and research, enabling officers to make a more informed visa decision, essential to carrying out U.S. Government mission of protecting America's borders while facilitating legitimate travel.					
Methodology	Calculated as a percentage of all visa applications that are submitted in paperless format, as indicated by the Consular Consolidated Database.					
Data Source and Quality	Consular Systems and Technology data is based on actual visa casework performed. The Data Quality Assessment revealed no significant data limitations.					

A better informed American traveling public is safer. By proactively engaging the American public through surveys, CA is able to gauge the utility of information currently on CA web sites and the areas in which it could be improved. Also, as CA incorporates customer feedback into its Web efforts, it builds trust with the American public in the reliability and responsiveness of the Department's information.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	American Citizen Services					
Indicator	Customer satisfaction with quality of, and access to, reliable and relevant information on travel.state.gov as measured by the overall American Customer Satisfaction Index (ASCI) score (out of 100).					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	N/A	75 [Baseline]	[Baseline Year]	75	Exceed 75
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			

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Impact	The Department now has access to measurable customer feedback on travel.state.gov. Survey analysis has helped the Department identify the top areas for improvement to increase customer satisfaction of those visiting the site. The Department can now measure the impact of changes CA makes to the site instantaneously.
Methodology	ForeSee Results owns and applies the University of Michigan’s American Customer Satisfaction Index (ACSI), an international indicator of customer satisfaction on both the macro and micro level, providing a measurement of online customer satisfaction to help clients determine how to improve customer satisfaction and ROI.
Data Source and Quality	Foresee customer satisfaction surveys. The Data Quality Assessment revealed moderate data limitations, primarily due to the long-standing OMB regulation that prohibits the use of persistent cookies in gathering Web data.

Justification of Request

The Department’s FY 2012 request of \$25.354 million for the Bureau of Consular Affairs maintains current services and continues to provide base level funding for passport, visa, and other essential services to American citizens overseas. The FY 2012 request also reflects efficiency savings in administrative activities. The Border Security Program chapter provides additional details on the fees that also support domestic and overseas consular operations.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	248	5	0	0	253	325	25,036	25,361
FY 2011 CR	248	5	0	0	253	325	25,036	25,361
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(7)	0	(7)
Total Built-in Changes	0	0	0	0	0	(7)	0	(7)
FY 2012 Current Services	248	5	0	0	253	318	25,036	25,354
FY 2012 Request	248	5	0	0	253	318	25,036	25,354

D&CP – BUREAU OF CONSULAR AFFAIRS

Staff by Program Activity (positions)

Bureau of Consular Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Consular Relations	5	5	5
Bureau Direction	5	5	5
Policy Formulation	248	248	248
Bureau Direction	127	127	127
Public Affairs	121	121	121
Total	253	253	253

Funds by Program Activity (\$ in thousands)

Bureau of Consular Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Policy Formulation	25,361	25,361	25,354
Bureau Direction	12,681	12,681	12,681
Public Affairs	12,680	12,680	12,673
Total	25,361	25,361	25,354

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Conduct of Consular Relations	5	0	0	5	0	0	0
Bureau Direction	5	0	0	5	0	0	0
Policy Formulation	248	0	0	248	318	25,036	25,354
Bureau Direction	127	0	0	127	163	12,518	12,681
Public Affairs	121	0	0	121	155	12,518	12,673
Total	253	0	0	253	318	25,036	25,354

D&CP – BUREAU OF CONSULAR AFFAIRS

Staff by Domestic Organization Unit (positions)

Bureau of Consular Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Consular Affairs	132	132	132
Public Affairs and Policy Coordination	121	121	121
Total	253	253	253

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Consular Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Consular Affairs	12,683	12,683	12,683
Public Affairs and Policy Coordination	12,678	12,678	12,671
Total	25,361	25,361	25,354

Funds by Object Class (\$ in thousands)

Bureau of Consular Affairs	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	15,776	15,776	15,776
1200 Personnel Benefits	9,260	9,260	9,260
2100 Travel & Trans of Persons	325	325	318
Total	25,361	25,361	25,354

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D&CP – UNDER SECRETARY FOR MANAGEMENT

Resource Summary (*\$ in thousands*)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	47	47	47
Funds	9,818	9,818	9,752

Program Description

The Under Secretary for Management (M) is responsible for the people, resources, facilities, technology, and security of the Department of State. The Under Secretary serves as one of the Secretary's principal advisers on management issues and on all matters involving allocation of Department operating resources, including forward planning and control of positions, funds, and other worldwide Department resources in support of U.S. foreign policy objectives. The Under Secretary assesses the resource, security, and strategic goals related to the U.S. Government presence abroad to ensure appropriate interagency presence under Chief of Mission authority worldwide. The Under Secretary coordinates and oversees the Department's progress implementing the President's Accountable Government Initiative and provides advice and recommendations on cross-cutting government-wide issues.

The Under Secretary has direct line responsibility for the bureaus of Administration; Consular Affairs; Diplomatic Security; Human Resources; Information Resource Management; Overseas Buildings Operations; the Foreign Service Institute; the Office of Management Policy, Rightsizing and Innovation; and the Office of Medical Services. The Chief Financial Officer serves as a core member of the Under Secretary's senior management team.

The Under Secretary for Management is the focal point for special initiatives increasing the efficiency and effectiveness of the people, facilities, and systems used to implement U.S. foreign policy. The Under Secretary implements a data-driven approach to managing the Department and proliferates best practices world-wide. The Under Secretary leads the Greening Council that engages all Department bureaus and overseas posts on greening and sustainability issues and articulates information technology priorities as chairperson of the e-government Program Board.

Justification of Request

The Department's FY 2012 request of \$9.752 million for M, a \$66,000 decrease below the FY 2010 Actual level, includes an increase of \$40,000 for domestic inflation and a decrease of \$106,000 for efficiency savings in administrative activities.

D&CP – UNDER SECRETARY FOR MANAGEMENT

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	31	16	0	0	47	4,820	4,998	9,818
FY 2011 CR	31	16	0	0	47	4,820	4,998	9,818
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(106)	0	(106)
Domestic Inflation	0	0	0	0	0	40	0	40
Total Built-in Changes	0	0	0	0	0	(66)	0	(66)
FY 2012 Current Services	31	16	0	0	47	4,754	4,998	9,752
FY 2012 Request	31	16	0	0	47	4,754	4,998	9,752

Staff by Program Activity

(positions)

Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Policy Formulation	47	47	47
Department Direction	47	47	47
Total	47	47	47

Funds by Program Activity

(\$ in thousands)

Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	220	220	220
Infrastructure Systems	220	220	220
Policy Formulation	9,598	9,598	9,532
Department Direction	9,598	9,598	9,532
Total	9,818	9,818	9,752

D&CP – UNDER SECRETARY FOR MANAGEMENT

Program Activities

Management (M)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Information Resource Management	0	0	0	0	220	0	220
Infrastructure Systems	0	0	0	0	220	0	220
Policy Formulation	47	0	0	47	4,534	4,998	9,532
Department Direction	47	0	0	47	4,534	4,998	9,532
Total	47	0	0	47	4,754	4,998	9,752

Staff by Domestic Organization Unit (positions)

Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Management Policy, Rightsizing, and Innovation (M/PRI)	29	29	29
Under Secretary for Management	14	14	14
White House Liaison	4	4	4
Total	47	47	47

Funds by Domestic Organization Unit (\$ in thousands)

Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Management Policy, Rightsizing, and Innovation (M/PRI)	6,681	6,681	6,631
Under Secretary for Management	2,706	2,706	2,691
White House Liaison	431	431	430
Total	9,818	9,818	9,752

D&CP – UNDER SECRETARY FOR MANAGEMENT

Funds by Object Class

(\$ in thousands)

Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	3,929	3,929	3,929
1200 Personnel Benefits	1,269	1,269	1,269
2100 Travel & Trans of Persons	635	635	635
2300 Rents, Comm & Utilities	350	350	350
2400 Printing & Reproduction	40	40	40
2500 Other Services	3,020	3,020	2,954
2600 Supplies and Materials	225	225	225
3100 Personal Property	350	350	350
Total	9,818	9,818	9,752

D&CP – BUREAU OF RESOURCE MANAGEMENT

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	560	560	562
Funds	145,835	146,135	145,482

Program Description

The Bureau of Resource Management (RM), led by the Chief Financial Officer, administers and oversees the Department's strategic and performance planning, budgeting, global financial services, and financial management functions. Core activities include: strategic and performance planning; budget formulation and execution for the Department's programs and operations; financial reporting; accounting; payroll; and financial services to missions overseas, including other U.S. Government agencies. The Department now manages domestic and overseas financial operations for approximately 260 posts at the Global Financial Service center in Charleston, South Carolina, with a supporting financial services center in Bangkok, Thailand.

RM provides strategic and performance planning, budget formulation and execution and world-class financial services to serve the Department and its posts, which operate in approximately 270 locations in 172 countries and transact business in over 150 currencies. RM serves nearly 100,000 customers, including more than 40 U.S. Government agencies in every corner of the world, twenty-four hours a day and seven days a week.

The Bureau has four primary financial priorities:

- Request, allocate, and execute financial resources
- Report on, account for, and analyze use of resources
- Link resource requirements to priorities and planning
- Increase the strength and capability of the Department's financial management team

RM works closely with counterparts in OMB, Congress, DOD, USAID, Treasury, and other foreign affairs agencies to secure and manage the needed resources to advance U.S. foreign policy priorities. The Bureau formulates State Operations budgets that fund the Administration's foreign policy objectives, and coordinates with the Office of the Director of U.S. Foreign Assistance to ensure the integration of State Operations resource requests with Foreign Operations requests, resulting in an integrated budget submission to OMB and the Congress. Integration of budget and performance provides the Department's leadership with the information needed to make informed performance-based resource decisions.

RM will continue to serve the Department and meet the needs of its domestic and international customers by leveraging best business practices and new technologies. While modernizing major corporate financial management systems and consolidating financial operations, RM is adopting new technologies to improve and reengineer business processes. RM is proactive in career development of the financial management staff and ensures that the staff's skills are utilized effectively to achieve corporate financial management objectives.

RM's primary efforts for FY 2012 will include working effectively with Congress to secure the requested resources, and identifying cost-effective solutions to emergent requirements, including crosscutting

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budget issues. RM will improve strategic planning processes throughout the Department, in collaboration with USAID, and at overseas missions, by enabling a more robust capability to evaluate program effectiveness and outcomes, and develop better and more measured performance. RM will also continue to develop superior financial systems, reporting, and analysis capabilities. Department priorities for RM also include improved interagency coordination of resources, especially through ICASS, the Interagency Resources Planning Office, and the Office of Strategic and Performance Planning. These efforts will be made possible by continuing to standardize and centralize financial operations, where proven effective; and by continuing to increase RM capacity as the central bureau for financial management activities and personnel across the Department. Further, RM will serve a lead role in continuing to improve the Department's ability to meet financial audit and external reporting requirements.

Performance

Transparency and accountability in financial reporting is a core competency of world-class finance organizations. This indicator demonstrates that Department financial information is used on a day-to-day basis to obtain the best performance and ensure accountability to the American public. Timely and transparent financial statements also support the Department's ability to obtain budgetary resources, and recruit and retain quality staff.

PLEASE NOTE: Due to the timing of when the audit findings are delivered, the FY 2010 Result refers to audit findings for 2009.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Planning and Accountability					
Indicator	Agency Financial Report is issued on-time with an unqualified Statement of Assurance on Internal Controls Over Financial Reporting; financial statements achieve an unqualified audit opinion.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	No	Yes	No	Yes	Yes	Yes
New Indicator, No Rating	▼ Below Target	◀▶ On Target	▼ Below Target			
Steps to Improve	DCFO is working across the Department to address weaknesses in property accountability and unliquidated obligations.					
Impact	Data Not Yet Available					
Methodology	A review of annual financial statements by an independent auditor is based on standard federal auditing procedures required by the CFO Act. Determination of the fiscal year result is based on a review of the independent auditor's report on annual financial statements and the Annual Statement of Assurance recommended by the Management Control Steering Committee and signed by The Secretary.					
Data Source and Quality	Annual Agency Financial Report, Independent Auditor's Report, Office of Inspector General Reports, minutes from Senior Assessment Team and Management Control Steering Committee meetings. The Data Quality Assessment revealed no significant data limitations.					

A timely payment indicator was chosen to reflect the critical need to maintain cash flow in the International Cooperative Administrative Support Services (ICASS) Working Capital Fund (WCF). A

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training satisfaction indicator was chosen because the ability of customers and service providers to understand and carry out their responsibilities under ICASS is critical to its success in support of the larger diplomatic mission overseas.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Planning and Accountability					
Indicator	Quality of ICASS system measured by: percentage of invoiced amounts received in first 90 days of fiscal year; average customer satisfaction rating for the Management Officer/Council Chair (MO/CC) workshops (out of 5); percentage of posts that receive an "A" on their ICASS Budget Scorecard.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	95.6%; 4.35 MO/CC; 4.22%	95%; 3.27 MO/CC; 88.5%	99.9% ; 3.7 MO/CC; 87%	95%; 4.2 MO/CC; 90%	95%; 4.2 MO/CC; 95 %	95 %; 4.2 MO/CC; 95 %
New Indicator, No Rating	New Indicator, No Rating	◁▷ Improved But Not Met	◁▷ Improved But Not Met			
Steps to Improve	Materials will be targeted to fewer, but more experienced, officers and Council Chairs in the different regions. For the scorecard, change is caused by variation at 2 posts out of 165; overall score still very good, with effort to improve data integrity still judged successful.					
Impact	Improvement was shown on one indicator. Marginal declines are shown on the other two. The cash flow goal was met, with several months cushion against monthly cash outflow. MOCC scores were lower; and comments will help the Department improve some of the sessions. Results confirm an earlier indication that the Bureau needs to target materials to fewer, but more experienced officers and chairs in the different regions.					
Methodology	Indicator was chosen to reflect the critical need to maintain cash flow in ICASS WCF. The training satisfaction indicator was chosen because the ability of customers and service providers to understand and carry out their responsibilities under ICASS is critical to its success in support of larger diplomatic mission overseas.					
Data Source and Quality	Data on receipts is from Accounts Receivable staff at GFS Charleston and is reliable. Data on training is from surveys conducted by RM/ICASS staff at the time training is delivered. Training data sources are surveys completed at the time training is delivered. Assessments are based on objective criteria conducted by at least two SMEs.					

The measure is the cumulative result of more than 100 performance metrics reviewed on a monthly basis, across all corporate financial services and locations. The metrics are a key and integrated part of the Office of Global Financial Services' (GFS) ISO-9001:2008 certified Quality Management System (QMS).

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Planning and Accountability					
Indicator	Quality of the Department’s financial services as measured by the percentage of aggressive monthly ISO 9001 performance metric goals met or exceeded for the Department’s core financial operations.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
60 percent [Baseline]	68 percent ◀▶ On Target	88 percent ▲ Above Target	77 percent ▲ Above Target	75 percent	80 percent	80 percent
Reason for Exceeding Target	RM's Global Financial services continues to aggressively set and manage its monthly performance metrics covering all corporate global financial services, as part of the GFS ISO-9001:2008 Quality Management System. Managers from GFS Charleston, Bangkok, Washington, and Paris review all measures with the GFS DAS on a monthly basis to discuss status and improvements.					
Impact	Meeting "Green" targets on more than 100 operational monthly performance metrics ensures that timely, accountable, and quality customer-focused accounting, disbursing, payroll, and other financial support services support the Department's mission-operations and other USG overseas customers.					
Methodology	ISO 9001 standards are set by the International Organization for Standardization and available at http://www.iso.org/ .					
Data Source and Quality	Monthly ISO 9001 certified Quality Management System key metrics for all GFS financial operations and customer satisfaction surveys. The Data Quality Assessment revealed no significant data limitations.					

Justification of Request

The Department’s FY 2012 request for the Bureau of Resource Management of \$145.482 million and 562 positions includes \$306,000 for domestic inflation. The request also reflects a decrease equal to \$1.972 million for administrative efficiencies.

This request includes two new positions for support in expanding RM’s financial systems. The positions will serve to integrate financial systems with the Department’s other management systems and to ensure that all of these management systems can provide a complete picture of data captured in each management area.

Base funding levels for RM also tie directly to Department performance targets. Under the Joint Financial Management System (JFMS) program, the Department is responsible for maintaining the global financial management platform that supports overseas and domestic worldwide financial management and reporting. The FY 2012 request supports required upgrades to the underlying common commercial off-the shelf (COTS) platform, further integration of Departmental systems, and continued improvements to global financial management capabilities.

Timely financial reporting and sound financial statements, as measured by publication of the Annual Financial Report and the audit opinion, are a proxy for the Department's stewardship of public funds. At the requested funding level, these funds will enable more effective financial controls and reporting consistent with FMFIA, OMB Circular A-123, and the CFO Act. This function has become increasingly complex as the Department expands its activities and increases the tempo of operations in crisis and

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conflict zones. Utilizing this request to bring the Department’s financial management systems in alignment with new financial standards will help ensure that the Department meets its FY 2012 performance target to receive an unqualified audit opinion, as it did in FY 2010.

The Department will maximize the impact of available resources by careful use of three interrelated processes: strategic planning, budgeting, and performance management. Strategic plans—informed by the Department’s policy priorities—provide guidance for the development of budgets and, ultimately, for operations. Sound performance management practices enable the Department to adjust strategy and budgets based on programmatic results and describe progress to Congress and to the public. In the last two years, the Department has made significant progress. The appointment of a Deputy Secretary of State for Management and Resources has enhanced coordination of the budgeting process, leading to the development of an integrated Department/USAID FY 2012 budget request. Earlier in the year, the Department and USAID launched a Streamlining Project to review current planning and reporting processes and develop recommendations to eliminate redundant requirements while maintaining the information necessary for more effective program management. Currently, the Streamlining Project Team is conducting in-depth interviews— both in Washington and in the field—of all users and preparers of State and USAID products. The information gathered from this effort will identify opportunities for significant improvements in efficiency and effectiveness.

The Quadrennial Diplomacy and Development Review (QDDR) also highlights five significant objectives that will be pursued by the Department: (1) elevate and improve strategic planning; (2) align budgets to planning; (3) create better monitoring and evaluation systems; (4) streamline and rationalize planning, budgeting, and performance management; and (5) further integrate the national security budgeting and planning process. Included in these objectives is the Department’s goal to work with USAID to plan effectively on a multi-year basis and to link agency, regional, country, and sector plans into a coherent whole using a whole-of-government approach to maximize efficiency and reduce duplication. In addition, the Department and USAID will ensure that budgets support strategic priorities.

The Department and USAID must strengthen the ways in which information is generated, used, and shared within diplomatic and assistance programs. Further, the Department and USAID will streamline and rationalize planning, budgeting, and performance management by establishing priorities, translating those priorities into budgets, and providing accountability. This effort will include filling gaps in current systems where planning is executed inconsistently across sectors, or where strategic planning is disconnected from budget formulation and evaluation. The Department and USAID are also committed to working with Congress, the Office of Management and Budget, the Department of Defense and other agencies to better align the elements of civilian and military programs that operate in synchronization.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	524	12	24	0	560	89,560	56,275	145,835
FY 2011 CR	524	12	24	0	560	89,860	56,275	146,135
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(1,972)	0	(1,972)

D&CP – BUREAU OF RESOURCE MANAGEMENT

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Domestic inflation	0	0	0	0	0	306	0	306
Total Built-in Changes	0	0	0	0	0	(1,666)	0	(1,666)
FY 2012 Current Services	524	12	24	0	560	88,194	56,275	144,469
FY 2012 Program Changes								
Consolidated Global Vouchering Support Costs - PSU	0	0	0	0	0	150	0	150
ICASS State Share - ICASS Web Rebuild - EX	0	0	0	0	0	300	0	300
ICASS State Share for ICASS Request - GFS	0	0	0	0	0	177	0	177
New Domestic Positions	2	0	0	0	2	134	252	386
Total Program Changes	2	0	0	0	2	761	252	1,013
FY 2012 Request	526	12	24	0	562	88,955	56,527	145,482

Staff by Program Activity (positions)

Bureau of Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	476	466	466
Bureau Direction	10	0	0
Domestic Administrative Management	11	11	11
Domestic Financial Services	450	450	450
Domestic Personnel Services	5	5	5
Information Resource Management	42	42	44
Corporate Information Systems and Services	40	40	42
Infrastructure Systems	2	2	2
Overseas Program Support	42	42	42
Overseas Financial Services	42	42	42
Policy Formulation	0	10	10
Bureau Direction	0	10	10
Total	560	560	562

D&CP – BUREAU OF RESOURCE MANAGEMENT

Funds by Program Activity (\$ in thousands)

Bureau of Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	46,215	45,517	45,109
Domestic Administrative Management	16,479	16,703	16,145
Domestic Financial Services	29,374	28,452	28,602
Domestic Personnel Services	362	362	362
Information Resource Management	51,568	51,568	51,920
Corporate Information Systems and Services	51,338	51,338	51,690
Infrastructure Systems	230	230	230
Overseas Program Support	34,485	34,933	34,336
International Cooperative Administrative Support Services (ICASS)	12,158	12,606	12,009
Overseas Administrative Management	3,442	3,442	3,442
Overseas Financial Services	18,885	18,885	18,885
Policy Formulation	13,567	14,117	14,117
Bureau Direction	13,567	14,117	14,117
Total	145,835	146,135	145,482

D&CP – BUREAU OF RESOURCE MANAGEMENT

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Domestic Administrative Support	442	24	0	466	23,939	21,170	45,109
Domestic Administrative Management	11	0	0	11	13,792	2,353	16,145
Domestic Financial Services	426	24	0	450	10,147	18,455	28,602
Domestic Personnel Services	5	0	0	5	0	362	362
Information Resource Management	44	0	0	44	35,095	16,825	51,920
Corporate Information Systems and Services	42	0	0	42	35,095	16,595	51,690
Infrastructure Systems	2	0	0	2	0	230	230
Overseas Program Support	42	0	0	42	17,051	17,285	34,336
International Cooperative Administrative Support Services (ICASS)	0	0	0	0	2,659	9,350	12,009
Overseas Administrative Management	0	0	0	0	3,442	0	3,442
Overseas Financial Services	42	0	0	42	10,950	7,935	18,885
Policy Formulation	10	0	0	10	12,870	1,247	14,117
Bureau Direction	10	0	0	10	12,870	1,247	14,117
Total	538	24	0	562	88,955	56,527	145,482

Staff by Domestic Organization Unit (positions)

Bureau of Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Chief Financial Officer (Comptroller)	14	14	14
Deputy Assistant Secretary for Budget & Planning	63	63	63
Deputy Assistant Secretary for Financial Services	328	328	328
Deputy Assistant Secretary for Strategic and Program Planning	17	17	17
Deputy Chief Financial Officer	92	92	94
Executive Office	34	34	34
Total	548	548	550

D&CP – BUREAU OF RESOURCE MANAGEMENT

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Chief Financial Officer (Comptroller)	3,247	5,059	5,059
Deputy Assistant Secretary for Budget & Planning	9,942	9,942	9,942
Deputy Assistant Secretary for Financial Services	50,855	49,933	50,083
Deputy Assistant Secretary for Strategic and Program Planning	3,230	3,230	3,230
Deputy Chief Financial Officer	56,617	56,617	56,969
Executive Office	20,132	21,354	20,199
Intelligence Resource Planning	1,812	0	0
Total	145,835	146,135	145,482

Staff by Post (positions)

Bureau of Resource Management	FY 2010 Actual			FY 2011 CR			FY 2012 Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
FSC Bangkok	11	0	11	11	0	11	11	0	11
France, Paris	1	0	1	1	0	1	1	0	1
Total	12	0	12	12	0	12	12	0	12

D&CP – BUREAU OF RESOURCE MANAGEMENT

Funds by Object Class (\$ in thousands)

Bureau of Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	39,611	38,639	38,278
1200 Personnel Benefits	23,997	24,969	25,594
2100 Travel & Trans of Persons	1,283	1,383	1,423
2200 Transportation of Things	10	10	11
2300 Rents, Comm & Utilities	7,509	7,559	7,559
2400 Printing & Reproduction	862	912	912
2500 Other Services	68,940	68,829	67,691
2600 Supplies and Materials	347	407	457
3100 Personal Property	3,276	3,427	3,557
Total	145,835	146,135	145,482

D&CP – BUREAU OF HUMAN RESOURCES

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	499	499	499
Funds	150,851	150,851	153,398

Program Description

The Bureau of Human Resources’ (HR) mission spans the full course of employees’ service with the Department of State, starting before they are hired and continuing after employees have retired. HR is responsible for recruiting and hiring new employees; providing benefits, compensation and support for those employees and their families; handling assignments and transfers of Foreign Service (FS) employees; evaluating, developing, and identifying appropriate training for personnel and facilitating that training throughout their careers at the Department of State; and maintaining contact with employees after retirement. The Bureau embraces the critical task of aligning the diverse skills and capabilities of American and foreign national employees with positions domestically and at more than 260 posts worldwide to effectively carry out the Department’s goals and priorities.

HR is responsible for the Department of State’s greatest asset – its personnel. The principal task is ensuring that the Department has the right people in the right place at the right time with the right skills. Maintaining the highest standards of operational readiness is an increasingly challenging undertaking as the number of positions at the most difficult and dangerous posts continues to rise without a concomitant increase in resources, and the Department faces the potential loss of expertise and experience through impending Civil Service (CS) and Foreign Service (FS) retirements. To address these needs, the Department is in the third year of a planned five-year hiring program to build civilian capacity and strengthen diplomacy. Diplomacy 3.0: Diplomacy, Development, and Defense is the largest hiring initiative in the Department’s history and has had a wide-ranging impact on the Department.

The Department’s foreign policy objectives have also led to strategic growth of language-designated positions. Proficiency in languages such as Arabic and Chinese is required to conduct outreach to foreign audiences, negotiate and consult with other governments, and effectively assist American citizens at United States’ embassies and consulates around the world. Personnel are serving in more remote, more dangerous, and more isolated locations – and HR must ensure that they receive the support and training they need to succeed in those posts, as well as when they move on to their next assignment or return home.

In meeting the Department’s personnel needs, the goal is to work smart, reward innovation, increase transparency and gain customer satisfaction. The Department has adapted the recruiting, hiring, and assignments processes in line with policy priorities, as well as increasing support to employees and families experiencing unaccompanied tours. The Department is also pursuing ways to take care of the dedicated Locally Employed staff who play a critical role in supporting its missions overseas, sometimes at great personal risk, and maintaining a strong and positive relationship with FS retirees after their careers have ended. The Department continues its efforts to improve the way personnel actions are initiated and processed by replacing paper forms with online applications. In seeking ways to more effectively and efficiently deliver HR services throughout the Department, implementation of a “tiered-

D&CP – BUREAU OF HUMAN RESOURCES

services” concept has begun that consolidates human resource functions across bureaus and introduces a customer service call center.

Performance

To meet the demands of U.S. foreign policy priorities, the Department will need to hire new Civil Service (CS) employees in support of policy implementation and a more robust global presence. This indicator will measure the gap between authorized positions versus the number of CS employees filling positions.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Indicator	Vacancy rate for Civil Service positions.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	New Indicator, No Rating	9.8 percent [Baseline] New Indicator, No Rating	8.5 percent ▲ Above Target	9 percent	7 percent	6 percent
Reason for Exceeding Target	Implemented Civil Service hiring procedures have facilitated hiring numbers.					
Impact	No negative impact.					
Methodology	The annual percentage of vacant Civil Service (CS) positions will be calculated by taking a weighted average of quarterly vacancy rates. Quarterly CS vacancy rates are calculated as the percent of authorized positions not filled.					
Data Source and Quality	Global Employment Management Systems (GEMS) and HR/RMA data. The Data Quality Assessment revealed no significant limitations.					

This indicator measures the Department's progress in filling its positions overseas. This indicator is also one of the Department's High Priority Performance Goals (HPPG).

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Indicator	NEW APP INDICATOR: Percentage of overseas positions that are vacant					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	New Indicator, No Rating	15 percent New Indicator, No Rating	16.7 ▼ Below Target	10 percent	8 percent	6 percent

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Steps to Improve	Many new positions were created in FY 2010. As new FS employees complete training and deploy to these positions, the vacancy rate will go down.
Impact	In order to manage the new hire FS employees, new positions have to be created prior to their processing through the entrance and training process. The vacancy rate goes up because newly funded positions can be put on the books quickly, but hiring, training, and deployment may take several months to fill the positions.
Methodology	The annual percentage of vacant overseas Foreign Service (FS) positions will be calculated by taking a weighted average of quarterly overseas vacancy rates. Quarterly overseas vacancy rates are calculated as the percentage of overseas positions not filled.
Data Source and Quality	Global Employment Management System (GEMS) will be the data source to provide vacancy rates of the Department's overseas positions. The Data Quality Assessment revealed no significant limitations.

Justification of Request

The FY 2012 request of \$153.4 million is an increase of \$2.5 million above the FY 2010 Actual level. The request includes an increase of \$4.7 million to maintain current services and a decrease of \$2.2 million for administrative savings in the costs of printing, supplies and travel and transportation of persons and things.

Resources will also support personnel management workload increases as the Department expands the size of the Foreign Service. Resources will be used to recruit, train, and deploy the officers and to maintain effective and efficient delivery of HR services for a larger customer base.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2010 Actual	402	97	0	0	499	99,468	51,383	150,851
FY 2011 CR	402	97	0	0	499	99,468	51,383	150,851
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(2,183)	0	(2,183)
Domestic Inflation	0	0	0	0	0	4,730	0	4,730
Total Built-in Changes	0	0	0	0	0	2,547	0	2,547
FY 2012 Current Services	402	97	0	0	499	102,015	51,383	153,398
FY 2012 Request	402	97	0	0	499	102,015	51,383	153,398

D&CP – BUREAU OF HUMAN RESOURCES

Staff by Program Activity (positions)

Bureau of Human Resources	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	394	398	398
Information Resource Management	33	33	33
Overseas Program Support	55	55	55
Policy Formulation	17	13	13
Total	499	499	499

Funds by Program Activity (\$ in thousands)

Bureau of Human Resources	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	101,476	102,748	105,995
Information Resource Management	26,899	26,899	26,899
Medical Services	7,578	7,700	7,000
Workers Compensation	7,578	7,700	7,000
Overseas Program Support	12,165	12,165	12,165
Policy Formulation	2,733	1,339	1,339
Total	150,851	150,851	153,398

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Domestic Administrative Support	398	0	0	398	65,015	40,980	105,995
Information Resource Management	33	0	0	33	23,500	3,399	26,899
Medical Services	0	0	0	0	7,000	0	7,000
Workers Compensation	0	0	0	0	7,000	0	7,000
Overseas Program Support	55	0	0	55	6,500	5,665	12,165
Policy Formulation	13	0	0	13	0	1,339	1,339
Total	499	0	0	499	102,015	51,383	153,398

D&CP – BUREAU OF HUMAN RESOURCES

Staff by Domestic Organization Unit (positions)

Bureau of Human Resources	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Career Development & Assignments	86	86	86
Civil Service Personnel Management	35	35	35
Deputy Assistant Secretary	1	1	1
Deputy Assistant Secretary for HR	1	1	1
Director General of the Foreign Service	56	56	56
Employee Relations	34	34	34
Executive Office	88	88	88
Family Liaison Office	21	21	21
Grievance Staff	10	10	10
Office of Casualty Assistance	3	3	3
Office of Policy Coordination	7	7	7
Overseas Employment	34	34	34
Performance Evaluation	16	16	16
Principal Deputy Assistant Secretary	1	1	1
Recruitment, Examination and Employment	51	51	51
Resource Mgmt and Organization Analysis	29	29	29
Retirement	26	26	26
Total	499	499	499

D&CP – BUREAU OF HUMAN RESOURCES

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Human Resources	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Career Development & Assignments	9,335	9,920	9,948
Civil Service Personnel Management	4,404	4,339	4,358
Deputy Assistant Secretary	170	170	170
Deputy Assistant Secretary for HR	170	170	170
Director General of the Foreign Service	8,163	7,633	7,681
Employee Relations	16,199	18,093	18,472
Executive Office	58,756	55,135	57,195
Family Liaison Office	2,988	3,156	3,182
Grievance Staff	1,101	1,123	1,125
Office of Casualty Assistance	316	316	316
Office of Policy Coordination	723	723	723
Overseas Employment	4,604	5,112	5,154
Performance Evaluation	3,081	3,229	3,270
Principal Deputy Assistant Secretary	170	170	170
Recruitment, Examination and Employment	25,613	26,741	27,308
Resource Mgmt and Organization Analysis	4,185	3,777	3,798
Retirement	3,175	3,224	3,238
Workers Compensation	7,698	7,820	7,120
Total	150,851	150,851	153,398

D&CP – BUREAU OF HUMAN RESOURCES

Funds by Object Class

(\$ in thousands)

Bureau of Human Resources	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	45,344	45,344	45,344
1200 Personnel Benefits	33,707	33,707	33,707
1300 Benefits Former Personnel	1,120	1,120	1,120
2100 Travel & Trans of Persons	4,034	4,034	4,034
2300 Rents, Comm & Utilities	2,251	2,251	2,400
2400 Printing & Reproduction	835	835	750
2500 Other Services	48,754	48,754	51,178
2600 Supplies and Materials	1,771	1,771	1,600
3100 Personal Property	918	918	950
4100 Grants, Subsidies & Contrb	10,615	10,615	10,615
4200 INS Claims & Indemnities	1,502	1,502	1,700
Total	150,851	150,851	153,398

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D&CP – BUREAU OF HUMAN RESOURCES-SPECIAL COMPLEMENT

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	865	865	865
Funds	110,084	110,084	110,084

Program Description

The Bureau of Human Resources administers a special complement of positions as part of its overall management of human resources. This special complement is for initial orientation and training of new recruits and for career development assignments for both Civil Service and Foreign Service personnel. Employees spend a limited amount of time in these positions either before assignment or in special assignments and then return to regular positions within the Department.

The special complement includes the following types of positions:

Faculty Advisors – Positions at various military facilities which have quotas for enrollment of Department of State personnel. These advisors typically teach courses, provide guidance and counseling for Department students, serve as the Department’s liaisons with the institutions, and serve as senior advisors to the commandants/presidents of the institutions. There are currently 6 positions established as Faculty Advisors.

Pre-Assignment General Schedule (GS) Training – Positions that are established for newly hired Civil Service employees awaiting clearance and permanent assignment. There are currently 46 positions dedicated to Pre-Assignment GS training.

Career Mobility Program – Positions to which employees are assigned for professional development. There are currently 8 positions supporting the Career Mobility Program.

Assignment to Non-governmental Organizations – Positions used to assign or detail employees to non-governmental organizations such as the Carnegie Foundation and the Council on Foreign Relations, as well as the Diplomats-in-Residence program. There are currently 15 positions dedicated to Assignments to NGOs.

Entry-Level Officer FSI Training – Positions that are used for intake of entry level officers and specialists while in initial domestic orientation training. Entry level officers typically spend three to four months in orientation and basic training prior to being assigned to an overseas position. There are currently 561 positions established for Entry-Level Officer FSI training.

Non-reimbursable Details – Positions used to detail employees to other executive departments on a non-reimbursable basis. There are currently 39 positions serving non-reimbursable details.

Presidential Management Fellow Program – Positions for the government-wide program to recruit graduate students upon completion of their degree for an initial two-year appointment. There are currently 35 positions supporting the Presidential Management Fellow Program.

D&CP – BUREAU OF HUMAN RESOURCES-SPECIAL COMPLEMENT

Special Domestic Assignment Program (SDAP) – Positions established to allow the assignment or detail of employees to the Congress and state/local government agencies. There are currently 19 positions in support of the Special Domestic Assignment Program.

Una Chapman Cox Sabbatical Leave Program – Allows a twelve-month sabbatical for Foreign Service employees with exceptional performance and potential to pursue a project mutually beneficial to the employee and the Department. The Una Chapman Cox Foundation funds all other expenses of the project. The Department continues to pay the employee's salary and benefits. There are currently 2 positions dedicated to the Una Chapman Cox Sabbatical Program.

Justification of Request

The Department's FY 2012 request of \$110.084 million includes base funding to continue ongoing operations.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	81	753	31	0	865	6,479	103,605	110,084
FY 2011 CR	81	753	31	0	865	6,479	103,605	110,084
FY 2012 Current Services	81	753	31	0	865	6,479	103,605	110,084
FY 2012 Request	81	753	31	0	865	6,479	103,605	110,084

Staff by Program Activity (positions)

Bureau of Human Resources-Special Complement	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	865	865	865
Specialized Employee Assignments	865	865	865
Total	865	865	865

D&CP – BUREAU OF HUMAN RESOURCES-SPECIAL COMPLEMENT

Funds by Program Activity

(\$ in thousands)

Bureau of Human Resources-Special Complement	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	110,084	110,084	110,084
Specialized Employee Assignments	110,084	110,084	110,084
Total	110,084	110,084	110,084

Program Activities

Department Of State	Positions				Funds (\$ in thousands)		
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Domestic Administrative Support	834	31	0	865	6,479	103,605	110,084
Specialized Employee Assignments	834	31	0	865	6,479	103,605	110,084
Total	834	31	0	865	6,479	103,605	110,084

Staff by Domestic Organization Unit

(positions)

Bureau of Human Resources-Special Complement	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Career Mobility Program	8	8	8
Faculty Advisors	6	6	6
Junior Officer Training	561	561	561
Mid-Level Complement	5	5	5
Non-Governmental Organizations	15	15	15
Non-Reimbursable Details	39	39	39
Other Human Resources-Special Complement	129	129	129
Pre-Assignment GS Training (PAC)	46	46	46
Presidential Management Fellows	35	35	35
Special Domestic Assignment Program (SDAP)	19	19	19
Una Chapman Cox Sabbatical Leave Fellowship Program	2	2	2
Total	865	865	865

D&CP – BUREAU OF HUMAN RESOURCES-SPECIAL COMPLEMENT

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Human Resources-Special Complement	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Career Mobility Program	936	936	936
Faculty Advisors	702	702	702
Junior Officer Training	68,162	68,162	68,162
Mid-Level Complement	585	585	585
Non-Governmental Organizations	1,755	1,755	1,755
Non-Reimbursable Details	4,563	4,563	4,563
Other Human Resources-Special Complement	22,917	22,917	22,917
Pre-Assignment GS Training (PAC)	5,382	5,382	5,382
Presidential Management Fellows	2,625	2,625	2,625
Special Domestic Assignment Program (SDAP)	2,223	2,223	2,223
Una Chapman Cox Sabbatical Leave Fellowship Program	234	234	234
Total	110,084	110,084	110,084

Funds by Object Class

(\$ in thousands)

Bureau of Human Resources-Special Complement	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	72,526	72,526	72,526
1200 Personnel Benefits	37,558	37,558	37,558
Total	110,084	110,084	110,084

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	147	147	148
Funds	44,919	44,334	44,776

Program Description

The Office of Medical Services (MED) safeguards and promotes the health of America's diplomatic community, which includes more than 55,000 U.S. Government employees and their eligible family members. This supports the Department's goal of Strengthening Consular and Management Capabilities and mirrors the Assistant Secretary's priority of implementing sound emergency preparedness capabilities. In addition, MED supports non-State Department personnel from 50 U.S. Government agencies represented at embassies and consulates. MED manages several program offices which formulate the State Department's medical policies and implement its worldwide medical program, including the Designated Agency Safety & Health Official, the Clinical Director, Mental Health Services, Quality Improvement, and Foreign Programs.

MED's programmatic offices execute the key activities underlying MED's mission, including managing the medical clearance process; delivering primary care around the world; executing a health promotion program to foster a healthy, productive workforce; planning for medical emergencies involving mass casualties and biological-chemical attacks; employing modern health information technology to support continuity of care and efficient information exchange; and providing education, screening and treatment for deployment-related issues. For FY 2012 MED will continue developing efforts underlying these activities, many of which began in prior years, notably: the Development Stress Program, Electronic Health Medical Records project (EHMR), and the Emergency Medical Response program.

Develop a Deployment Stress Management Program (DSMP)

U.S. diplomats can return from hardship and high-threat posts with the same debilitating, stress-related symptoms that afflict many U.S. troops. Post Traumatic Stress Disorder (PTSD), defined as an anxiety disorder that occurs in the aftermath of a traumatic event, affects personnel working in areas where they must confront intense, and even-life threatening situations which may induce serious and prolonged levels of stress. Stress related symptoms, e.g., insomnia, irritability, and anxiety, rupture interpersonal relationships and threaten job performance.

MED surveyed nearly 2,000 Foreign Service Officers in 2007 on their experiences serving at unaccompanied tours due to growing congressional and public concern over PTSD's impact on Department employees. Based on the survey's results (nearly ten percent of the 800 respondents exhibited symptoms of PTSD), MED considers PTSD support and counseling to personnel essential. To combat PTSD's significant consequences, MED will continue providing mandatory post-deployment outpatient briefings for all officers who complete more than 90 days of service in Iraq, Afghanistan or Pakistan. The Department began requiring these briefings in April 2007. In addition, DSMP offers weekly support group meetings for returnees from high threat or high stress posts.

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Expand Availability and Security of Electronic Medical Records

In FY 2009 the Office of Medical Service successfully developed and deployed all three phases of the original programmatic scope of the Electronic Health Medical Records (EHMR) project: Phase I - Domestic Electronic Health Medical Records (eMED), Phase II - Post Capabilities Database, and Phase III - Overseas Medical Records System (oMED). In preparing to deploy EHMR's next phase, MED recently completed a thorough review of functional requirements and began pursuing partnering opportunities with other federal agencies, including the Department of Defense. By reviewing EHMR systems developed by other agencies MED seeks to develop a flexible platform that can operate at MED's 210 health units worldwide.

MED is currently conducting an extensive, detailed analysis of commercial off-the-shelf EHMR systems as well as EHMR systems in use at other federal agencies to determine a system which best meets MED's requirements. Costs associated with this effort include migration of the data contained in the current eMED system, approximately 55,000 individual patient histories and two million scanned image documents. Other projected costs include the purchase and implementation of commercial software licenses as well as any necessary system hardware upgrades, interface development, training and EHMR system support. Ongoing life cycle costs include routine operations and maintenance as well as scanning and indexing of medical records.

Strengthen Medical Emergency Response Program

Emergency medical preparedness is one of MED's critical functions. Consequently, MED has pre-positioned medical material at more than 250 U.S. embassies, consulates, and missions. These materials include medical equipment and supplies to provide alternate medical site functionality in case of a terrorist bombing like the 1998 attacks on U.S. embassies in Nairobi and Dar Es Salaam, nerve agent antidotes to respond to a chemical attack, and pharmaceuticals to treat biological threats such as anthrax. In recent years MED has pre-positioned personal protective equipment and vaccines (Tamiflu and Relenza) to treat potential pandemic illnesses such as avian influenza. All of these programs involve pharmaceuticals and medical supplies which carry various expiration dates. MED is exploring strategies including shelf life extension programs with other U.S. agencies to reduce the expenses associated with provisioning materials and medications required to protect overseas personnel. MED seeks to accomplish this without compromising the health and safety of U.S. employees. In addition, MED will regularly provide emergency preparedness training to its medical staff and service providers. Training will be performed in conjunction with other State Department bureaus whenever possible.

Performance

The medical clearance process is designed to identify health care problems before the employee (or eligible family member) is assigned overseas, so prompt reviews and clearance decisions are imperative. If ongoing medical care or educational needs are known, they are linked with available overseas resources. Adequate medical resources may not be readily available in some countries. Therefore the clearance process is individualized to meet the unique health needs of each person.

D&CP – OFFICE OF THE MEDICAL DIRECTOR

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Indicator	Percent of medical reviews and clearances completed within 30 days.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	81 percent	86 percent	83 percent	85 percent	87 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▲ Above Target			
Reason for Exceeding Target	Additional personnel and enhanced technology enabled MED to exceed planned targets. The hiring of more nurses allowed clearances to adjudicate its large caseload faster. Scanned medical images updated in the Electronic Medical Records (EMR) system made case review easier and faster.					
Impact	Timely and appropriate assignment of employees and family members. Available medical resources were matched according to class of medical clearance.					
Methodology	The number of clearances completed is documented in the EMR System. The system also tracks the time required to complete the clearances.					
Data Source and Quality	Electronic Medical Records (EMR). Data quality is monitored by an outside contractor for availability and accuracy. The Data Quality Assessment revealed no significant data limitations.					

Justification of Request

The Department's FY 2012 request of \$44.776 million for the Office of Medical Services will maintain current services, including a reduction of \$635,000 in planned administrative savings for travel and contract support, and represents a decrease of \$143,000 from the FY 2010 Actual level. MED serves more than 55,000 employees and family members assigned overseas, and this population is expected to grow to more than 60,000 by the end of FY 2011. An increase of \$501,000 above the FY 2010 enacted level supports one new position. The FY 2012 request provides funding to support the expansion in Juba and the conversion of the consulate to an embassy in support of the January 2011 referendum on Sudan.

Overseas – American New Hire: \$501,000

To provide adequate medical care for the growing number of employees and family members, MED must increase the number of medical personnel assigned overseas. The Department requests one overseas position for a Foreign Service Health Practitioner in Juba.

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	110	33	4	0	147	29,541	15,378	44,919
FY 2011 CR	110	33	4	0	147	28,956	15,378	44,334
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(635)	0	(635)
Medical Inflation	0	0	0	0	0	576	0	576
Total Built-in Changes	0	0	0	0	0	(59)	0	(59)
FY 2012 Current Services	110	33	4	0	147	28,897	15,378	44,275
FY 2012 Program Changes								
New American Overseas Positions	0	0	1	0	1	358	143	501
Total Program Changes	0	0	1	0	1	358	143	501
FY 2012 Request	110	33	5	0	148	29,255	15,521	44,776

Staff by Program Activity (positions)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Medical Services	147	147	148
Total	147	147	148

Funds by Program Activity (\$ in thousands)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Medical Services	44,919	44,334	44,776
Total	44,919	44,334	44,776

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas		Total			
Medical Services	143	5	0	148	29,255	15,521	44,776
Total	143	5	0	148	29,255	15,521	44,776

Staff by Domestic Organization Unit (positions)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Medical Director	41	39	39
Office of Clinical Services	42	44	44
Office of Foreign Service Health Practitioners Program	18	17	17
Office of Mental Health Services	42	43	43
Total	143	143	143

Funds by Domestic Organization Unit (\$ in thousands)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
ICASS	14,423	15,257	14,677
Medical Director	571	451	3,121
Office of Clinical Services	12,101	10,203	9,313
Office of Foreign Service Health Practitioners Program	2,597	2,110	2,060
Office of Mental Health Services	10,139	9,815	9,259
Total	39,831	37,836	38,430

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Staff by Post (positions)

Office of the Medical Director (MED)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Nigeria, Lagos	1	0	1	1	0	1	1	0	1
Poland, Warsaw	1	0	1	1	0	1	1	0	1
South Korea, Seoul	1	0	1	1	0	1	1	0	1
Sudan, Juba	0	0	0	0	0	0	1	0	1
Sudan, Khartoum	1	0	1	1	0	1	1	0	1
Total	4	0	4	4	0	4	5	0	5

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Funds by Post

(\$ in thousands)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Angola, Luanda	424	342	334
Australia, Canberra	0	342	334
Bahrain, Manama	0	342	334
Belarus, Minsk	424	342	334
Burkina Faso, Ouagadougou	424	342	334
Burma, Rangoon	424	342	334
Burundi, Bujumbura	0	342	334
Colombia, Bogota	0	342	334
Djibouti (Rep. Of), Djibouti	0	342	334
Gabon, Libreville	424	342	334
Haiti, Port-au-Prince	424	342	334
India, Chennai (CG)	424	342	334
Mauritania, Nouakchott	424	342	334
Nigeria, Lagos	424	342	334
Panama, Panama City	0	342	334
Poland, Warsaw	424	342	334
South Korea, Seoul	424	342	334
Sudan, Khartoum	424	342	334
Togo, Lome	0	342	334
Total	5,088	6,498	6,346

D&CP – OFFICE OF THE MEDICAL DIRECTOR

Funds by Object Class

(\$ in thousands)

Office of the Medical Director	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	19,449	19,362	19,839
1200 Personnel Benefits	2,813	2,900	3,139
2100 Travel & Trans of Persons	9,500	9,316	9,000
2200 Transportation of Things	163	122	122
2300 Rents, Comm & Utilities	153	109	109
2400 Printing & Reproduction	151	107	151
2500 Other Services	8,558	7,786	7,800
2600 Supplies and Materials	2,080	2,551	2,606
3100 Personal Property	2,052	2,081	2,010
Total	44,919	44,334	44,776

D&CP – FOREIGN SERVICE INSTITUTE

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	1,135	1,135	1,135
Funds	222,033	222,033	220,473

Program Description

The Department of State's Foreign Service Institute (FSI) is the Federal Government's primary training institution for the U.S. foreign affairs community. FSI delivers more than 600 courses, including some 70 foreign languages, totaling about 100,000 enrollments a year from the Department and 47 other U.S. Government agencies and military service branches. The increased hiring under the Secretary's Diplomacy 3.0 initiative will increase demand for FSI's training in both the immediate and long-term. The immediate requirement is to provide orientation and entry-level training in high volumes at an accelerated pace. In the longer term, FSI will continue to provide training to these employees over the course of their careers.

One of FSI's core requirements is to ensure its curriculum reflects the constantly changing global environment and the resultant impact on the skills and knowledge the Department's workforce requires. Whether changes are driven by policy, technology, or procedure, FSI must invest time, money, and effort to ensure that the training program stays current and relevant. FSI will continue to capitalize on its strong distance learning (DL) program to further expand training opportunities for the Department's worldwide workforce; this has been a highly successful and resource efficient training approach. FSI continually assesses and refines its pre- and post-deployment training for those assigned to or returning from critical and high threat posts such as Afghanistan, Iraq, and Pakistan. FSI provides workshops and training to support family members left behind. In partnership with the Office of the Coordinator for Reconstruction and Stabilization, FSI continues to meet and build on the training program fundamental to the reconstruction and stabilization curriculum, which supports the Civilian Response Corps. In addition, FSI collaborates with regional bureaus and posts to provide more FSI sponsored regional training by designating qualified adjunct faculty to help provide training to the important locally employed staff (LES) overseas component of the Department's workforce. Under the auspices of the Secretary's Quadrennial Diplomacy and Defense Review (QDDR), FSI is committed to building a robust training partnership with USAID.

In 2010, the physical expansion of the FSI campus buildings was completed, augmenting its current facilities by over 150,000 square feet for classrooms, training space, the visitor center, cafeteria and child care. As a result, FSI consolidated its professional information technology-training program from leased space in Warrenton, VA to the Shultz Center campus. The expansion allowed FSI to meet the increases in students and classes associated with the Diplomacy 3.0 hiring surge and the out-year increases caused by earlier Department initiatives. In FY 2010, there were over 114,000 enrollments delivered by or processed through FSI (FSI classroom and DL courses, FasTrac DL courses, and external training) – a workload that is more than double that of FY 2005. Notwithstanding the benefits of distance learning, the demand for classroom-based training has not lessened. In fact, during fiscal years 2009 and 2010 Diplomacy 3.0 created 556 positions of the planned "training float" to enable critical, long-term training without suffering significant staffing gaps. This float will, for example, facilitate training in priority languages such as Arabic and Chinese, which can take up to 88 weeks of full-time, intensive training to

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achieve a professional level proficiency. It will also allow personnel to get vital mid-level refresher training in areas such as multilateral diplomacy, negotiations, and strategic communications, which will result in diplomacy that is more effective. In addition, the “training float” allows for more targeted leadership and management training opportunities to prepare the Department’s future generation of leaders.

Priority Training

To maintain high-quality and relevant training throughout the Department’s curriculum and to provide the training essential to ensure diplomatic and operational readiness, FSI continues to fine tune, review, and update the wide array of courses which includes application of technology to enhance and expand Public Diplomacy officer training to leverage social media; and the development and expansion of courses focused on timely issues such as promoting human rights and democracy, engaging religious communities, and working effectively with the military. In addition, FSI will increase its offerings of Political-Military Affairs course broadening training for Foreign Policy Advisors (POLADS.), which will increase opportunities for training in an interagency context. In response to QDDR recommendations, FSI is developing programs that will enhance employee’s skill sets and increase their substantive knowledge, which includes greater “expeditionary” skills; increased emphasis on democracy building and rule of law; and continued intense focus on building leadership, substantive and language skills for the Department’s 21st century workforce.

FSI continues to provide training for Provincial Reconstruction Teams (PRTs) assigned to Iraq and Afghanistan; offer leadership modules in PRT and American Presence Post training; strengthen and enhance foreign assistance and development curricula; and develop curricula on long-term issues of poverty, hunger, non-proliferation, and climate change. Language/area training will be expanded and enhanced to foster advanced proficiency levels in priority languages such as Arabic, Pashto, Dari and Chinese to develop more robust cadres of officers fluent in these languages, as well as to provide increased language training resulting from the Department’s hiring surge implemented in FY 2009. FSI continues to develop and review training to support the Office of the Coordinator for Reconstruction and Stabilization in its efforts to assist unstable states in post-conflict situations and develop training for three planned Response Corps.

Distance Learning

A critical part of FSI’s training continues to involve greater use of technology and distance learning to increase both the reach and efficiency of delivery. FSI will expand FSI-developed on-line courses to cover more topics as well as continue purchasing relevant commercial courses for FSI’s internet-based FasTrac program that makes training available to all State employees and eligible family members anytime, anywhere. From FY 2005 to FY 2009 FSI has seen a ten-fold increase of completed enrollments in FSI Distance Learning and FasTrac Distance Learning (DL) programs. FSI provides the core of language courses on mobile platforms. DL language training has added a new dimension to Foreign Service careers: officers may learn languages outside of their assignment path and possibly better their chances when bidding on assignments of their choice. Moreover, tradecraft DL language classes provide immediate language support to consular officers dealing with a myriad of issues at a very fast pace or to those who have acquired high level language and are best positioned to engage in expanded discussions with local populations. FSI will continue to support the wider U.S. Government effort as one of five Office of Personnel Management (OPM) authorized eTraining service providers and one of three Office of Management and Budget (OMB) approved providers of computer security training. FSI will expand beyond-the-classroom opportunities for American employees and LES through distance learning and technology based tools such as webinars, podcasts, and digital video conferencing.

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Expand and Institutionalize Core Training

While crises regularly draw immediate attention, the Department's core business remains constant as today's priority initiative becomes tomorrow's ongoing requirement. One of the lasting impacts of Diplomacy 3.0 is the FSI obligation to train the significantly larger workforce over the next 20 to 30 years of their careers. New skills and knowledge will have to be taught for new assignments; skills will need to be refreshed and updated as individuals move into mid-career assignments; and leadership/management training requirements to prepare the next generations of supervisors and leaders will be needed. FSI's strategies include maintaining base level training in tradecraft, foreign languages, and leadership and management, in line with Foreign Service precepts, Civil Service competencies, and Department hiring plans. FSI will support the Department's initiatives for language enhancement and the Career Development Program by expanding opportunities for language immersions, and in-language media training in non-critical languages, enhancing area studies with emphasis on regional focus, and further integrating functional training with language to ensure employees can apply language skills on the job. FSI collaborates with other bureaus on specialized training such as political-military affairs, counterterrorism, and public diplomacy. An important part of FSI's focus will be on developing more mid/intermediate level training, such as General Services Officer, Human Resource, and Financial Management Officer courses and more fully integrating leadership training with tradecraft training to help the Department in succession planning and preparing the next generation of leaders.

Training Our People for 21st-Century Missions

A strategic review has been launched of the Department's approach to language training that will become an integral part of a comprehensive training review. This review will focus on long-term language requirements, recruiting for languages, designating language positions overseas and developing, managing, and sustaining language capability in the Department. As the new demands on and missions for Department personnel articulated through the QDDR suggest, additional sets of skills are also required to advance U.S. interests and priorities in the 21st century. The Department will strengthen training across the board in such areas as democratic governance and human rights; economic growth, energy and environment; gender integration; conflict prevention, stabilization, and response; innovation and technology; and program management. State and USAID personnel also need to be better equipped with the tools of global engagement, including multilateral and regional affairs, community engagement, public-private partnerships, and public diplomacy. To this end, the Department will expand the training complement which will build training into career tracks to ensure employees have the time to pursue periodic and long-term training. To ensure that the long-term objective of training is not compromised by short-term staffing needs, the Department will continue to build the personnel ranks at State and USAID so that training can become a larger part of Department staffing models.

Performance

Performance of the Foreign Service Institute's language training program (Critical Needs Languages Only) is expressed as a percentage of students who attain the intended proficiency level (as determined by Language Designated Position proficiency level) when they are enrolled for at least the recommended length of training.

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Human Resources					
Indicator	Foreign Service Institute language training success rate as measured by the percentage of State students in critical needs languages who attain skill objective.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
87 percent	89 percent	80 percent	88 percent	80 percent	80 percent	80 percent
▲ Above Target	▲ Above Target	◀▶ On Target	▲ Above Target			
Reason for Exceeding Target	The targeted level of performance was an estimate and the variation from target is slight. No changes to the program are required.					
Impact	Foreign language proficiency is a key skill utilized by Foreign Service personnel. A high language training success rate, as demonstrated by the FY 2010 result, contributes to overall human resources development and HR management activities, including the Department's efforts to fill Language Designated Positions (LDPs) with language proficient employees.					
Methodology	Expresses performance of FSI's language training program (Critical Needs Languages only) as a percentage of students who attain the intended proficiency level (as determined by Language Designated Position proficiency level) when they are enrolled for at least the recommended length of training.					
Data Source and Quality	Test results are from the Foreign Service Institute's corporate training database, the Student Training Management System and are highly reliable. The Data Quality Assessment revealed no significant data limitations.					

Justification of Request

In FY 2012, FSI will continue building on these investments and accomplishments by maintaining budget and program alignment, ensuring that its resources support program activities and are tied directly to the Department's goals and objectives. FSI's FY 2012 request of \$220.473 million reflects a net decrease of \$1.560 million in support of the Administration's Accountable Government Initiative. This reduction will be generated through efficiency savings in areas such as travel, contracting, printing, and office supplies. The request supports key initiatives including funding for FSI skills and language training, as well as professional development.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Pos Total	FSN	Bureau Managed	American Salaries	Funds Total	
	CS	FS Dom Overseas						
FY 2010 Actual	606	523	6	5	1,140	97,996	124,037	222,033
FY 2011 CR	606	523	6	5	1,140	97,996	124,037	222,033
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(2,149)	0	(2,149)
Domestic Inflation	0	0	0	0	0	589	0	589

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	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Total Built-in Changes	0	0	0	0	0	(1,560)	0	(1,560)
FY 2012 Current Services	606	523	6	5	1,140	96,436	124,037	220,473
FY 2012 Request	606	523	6	5	1,140	96,436	124,037	220,473

Staff by Program Activity

(positions)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Public Diplomacy	6	6	6
Training Services	1,129	1,129	1,129
Total	1,135	1,135	1,135

Funds by Program Activity

(\$ in thousands)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Public Diplomacy	3,094	3,094	3,078
Training Services	218,939	218,939	217,395
Total	222,033	222,033	220,473

Program Activities

Department Of State	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas						
Public Diplomacy	6	0	0	6	2,349	729	3,078	
Training Services	1,123	6	5	1,134	94,087	123,308	217,395	
Total	1,129	6	5	1,140	96,436	124,037	220,473	

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Staff by Domestic Organization Unit (positions)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of the Director	29	11	5
Office of the Executive Director	66	71	87
School of Applied Info Tech	129	115	46
School of Language Studies	507	607	797
School of Leadership and Management	126	82	58
School of Prof and Area Studies	256	231	131
The Transition Center	18	12	5
Total	1,131	1,129	1,129

Funds by Domestic Organization Unit (\$ in thousands)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of the Director	1,439	1,449	1,291
Office of the Executive Director	16,809	16,350	15,873
School of Applied Info Tech	13,034	17,314	15,726
School of Language Studies	88,350	75,007	85,675
School of Leadership and Management	24,615	29,889	27,549
School of Prof and Area Studies	62,024	63,390	57,242
The Transition Center	1,764	1,912	1,687
Total	208,035	205,311	205,043

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Staff by Post (positions)

Foreign Service Institute (FSI)	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
Taipei American Institute In Taiwan	2	2	4	4	0	4	4	0	4
Tunis Regional Language School, Tunisia	1	3	4	1	5	6	1	5	6
Yokohama Regional Language School, Japan	1	0	1	1	0	1	1	0	1
Total	4	5	9	6	5	11	6	5	11

Funds by Post (\$ in thousands)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Seoul Regional Language School, Korea	1,259	1,804	1,632
Taipei American Institute In Taiwan	7,717	8,954	8,438
Tunis Regional Language School, Tunisia	3,536	4,476	4,028
Yokohama Regional Language School, Japan	1,486	1,488	1,332
Total	13,998	16,722	15,430

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Funds by Object Class

(\$ in thousands)

Foreign Service Institute	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	90,294	91,618	92,359
1200 Personnel Benefits	39,647	39,650	40,081
2100 Travel & Trans of Persons	5,439	5,523	5,187
2200 Transportation of Things	26	26	6
2300 Rents, Comm & Utilities	965	965	965
2400 Printing & Reproduction	970	970	770
2500 Other Services	81,000	79,589	78,010
2600 Supplies and Materials	2,125	2,125	1,528
3100 Personal Property	1,567	1,567	1,567
Total	222,033	222,033	220,473

D&CP – BUREAU OF DEMOCRACY, HUMAN RIGHTS, AND LABOR

Resource Summary (\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	133	133	138
Funds	21,416	21,416	22,308

Program Description

The promotion of human rights and democracy is integral to U.S. policymaking at home and abroad. This is a highly visible agenda that demands resources to establish the Administration's leadership in this area. With its provided resources, DRL will be able to continue U.S. leadership on these important issues, as the U.S. is committed to advancing democracy, human rights, gender equality, and sound governance to protect individual freedoms and foster sustainable economic growth through direct diplomacy with non-democratic countries, often in coordination with like-minded ones. Since the 1940s, U.S. diplomats and political leaders have helped create and shape the international human rights movement, drawing inspiration from FDR's Four Freedoms speech in 1941 and Eleanor Roosevelt's pivotal role in crafting the Universal Declaration of Human Rights. In today's world, governments have relatively less power than they did 60 years ago, operating in a global environment where a range of non-state actors – from civil society groups to terrorist and armed violent groups, from global corporations to a new generation of bloggers and “netizens” – coexist with governments and increasingly test the limits of state sovereignty. In this more fragmented global environment, the U.S. Government needs to invest in innovative new strategies and approaches that leverage U.S. influence and resources.

DRL implements well over 30 legislative requirements related to democracy and human rights, including producing the annual *Country Reports on Human Rights Practices*, the *International Religious Freedom Report*, and the *Advancing Freedom and Democracy Report*; reviewing thousands of asylum claims each year; vetting hundreds of thousands of military training and military financing cases each year to ensure that taxpayer funds do not support gross violators of human rights; developing democracy promotion strategies; monitoring and reporting abuses of press freedom, Internet freedom, and prison conditions worldwide; and implementing approximately \$70 million in annual foreign assistance funds provided for the Human Rights and Democracy Fund (HRDF), in addition to over \$100 million in other foreign assistance funds. Proper management of these activities requires fulltime career employee oversight, and continued efforts are needed to meet those high expectations. U.S. leadership in promoting human rights is a national security priority and the President has made it one of his top eight foreign policy High Performance Priority Goals. DRL resources will be used to strategically target diplomatic engagement, public diplomacy, and assistance, including DRL's HRDF, to achieve meaningful improvements in democracy and human rights. Using this framework, DRL has identified seven broad goals where these resources will enable the Department to respond to this new global environment. The greatest resource commitments to ensure success are staff and foreign assistance. With new mandates from Congress and the President, the resources needed to achieve these goals are described below.

Increase respect for human rights and democracy in repressive countries and strategically important authoritarian regimes.

DRL seeks to expand efforts in countries where the President is pursuing principled engagement, both because of their strategic role in the world and because of their longstanding, and in some cases

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worsening, human rights conditions. In these challenging environments, relatively small amounts of HRDF funding can have a significant impact. Both D.C.-based and field-based staff will ensure sustained engagement with civil society organizations that can then feed into policy and assistance decisions. This engagement with a broad array of civil society, including through assistance programs, is a labor-intensive but crucial role, requiring additional staff.

Increase freedom of expression and access to information in closed societies, such as China, Iran, North Korea, and Burma where governments seek to control the Internet and other forms of open communication.

The U.S. has a major stake in defending freedom of expression, including support for people's ability to use 21st century tools of expression, e.g., the Internet and cell phones. As technology becomes even more integrated into daily life, ensuring that people have the ability to use new technologies to exercise their human rights is critical for the future. DRL plays a leading role in advancing this foreign policy priority through leadership in the Secretary's NetFreedom Taskforce. DRL seeks both to provide financial support to new technologies that circumvent Internet controls and use diplomatic tools and approaches to address these complex challenges and opportunities.

Advance respect for labor rights and human rights protections through enhanced engagement with the corporate sector and help establish norms and standards for the new global business environment.

DRL's increasing leadership role in addressing the growing intersection between business and human rights is creating new demands for resources. As the global economy expands and becomes more integrated, governments struggle to find appropriate tools to establish standards that both allow businesses to thrive and compete and at the same time provide basic human rights protections for society. DRL's labor office has high demands for its labor diplomacy, as governments around the world seek to address workplace issues in this increasingly connected global marketplace. DRL has assumed a leadership role in reinvigorating the Voluntary Principles on Security and Human Rights to monitor security practices involving the extractive industries in areas of armed conflict. Currently 19 global oil and mining companies are part of this effort, along with seven governments and nine non-governmental organizations, such as Amnesty International.

Ensure DRL resources are most effectively aligned in support of the Administration's foreign policy priorities.

One of the President's High Performance Priority Goals (HPPG) is DRL's mission: to promote democracy, good governance and human rights. DRL's obligations are to report authoritatively, advocate effectively, and develop programs that support democracy and human rights. DRL is improving processes, based on decades of experience producing U.S. reports that are respected worldwide and necessitated by an exponential increase in the funding for human rights and democracy assistance managed by DRL. DRL is developing country action plans to strategically target resources; streamlining the grant-making process to respond more quickly to emerging foreign policy priorities while maintaining transparent, competitive processes; strengthening monitoring and evaluation processes to ensure programs are funded with the greatest likelihood of success; and rationalizing annual reports. DRL has become a respected implementer of foreign assistance within the U.S. Government, receiving transfer funds from regional bureaus to administer human rights and democracy programs in Malaysia, Chad, Sudan, Syria, Iran, and Cuba, in addition to the large Iraq programs.

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Expand support for human rights and support activists by amplifying their voices through public diplomacy and domestic outreach.

As front-line activists around the world battle to protect their human rights and hold their governments accountable, U.S. support and validation of their efforts are crucial. Activists' promotion of human rights is reinforced by DRL reports, which have spurred some regimes to improve conditions for political prisoners and make other positive adjustments. As part of ongoing efforts to reach and engage with civil society, as mandated by the Secretary, DRL is increasingly using social media. There is a need to develop the ability to communicate through mobile devices in Pakistan and other strategically important countries where that is the most effective medium. In addition, the two Administration principles behind the development of the new website HumanRights.gov include upholding the universal standards by which DRL assesses other countries, and open government and transparency. HumanRights.gov will be DRL's responsibility to develop and maintain. It will be a website that offers comprehensive information about U.S. reporting, policies, and advocacy for human rights and promotion of democracy, in an interactive and engaging format. It will include reporting on U.S. fulfillment of obligations to international human rights treaties, annual and periodic reports, policy statements, grants information, and news updates.

Advance democracy and human rights through bilateral and multilateral partnerships.

DRL promotes human rights and advances democracy in partnership with like-minded countries, Non-Government Organizations (NGOs), businesses, academic institutions, faith-based institutions, and labor unions and through principled engagement in multilateral and regional organizations. The Administration's determination to pursue global engagement is amplified by the participation in existing multilateral institutions to advance U.S. interests. DRL leads, in tandem with the Bureau of International Organizations, the U.S. participation in the UN Human Rights Council. This engagement and pursuit of a positive agenda, as well as defensive actions to combat resolutions adverse to U.S. interests, are resource-intensive activities. Countries like Iran devote significant resources to defending themselves in that forum, and therefore reinforce the need for U.S. leadership. Successful engagement in multilateral fora requires bilateral consultations and negotiations, as well as extensive travel money. DRL seeks to build partnerships that transcend traditional geographic groupings that are based on the appreciation of shared responsibilities to the world community.

Performance

Freedom of expression and information are fundamental to citizens' ability to participate in political processes and galvanize around significant community and national issues. The Department's Internet Freedom programs particularly aim to defend and advance these freedoms with attention to responsible and safe access to information. Monitoring broader press freedom serves as a proxy indicator for progress in the area of Internet Freedom while other measures are developed.

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STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Civil Society					
Indicator	NEW APP INDICATOR: Improvements in media freedom in priority countries, as measured by the mean average Freedom of the Press rating for non-democratic countries and countries undergoing democratic transitions according to Freedom House.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
67.6	68.1	68.8	68.6 (Baseline)	[Baseline Year]	68.3	68.0
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	Press freedom is in decline in almost every part of the world, particularly in the fourteen targeted countries due to increasing restrictions on freedom of expression and the free flow of information as demonstrated by the calculated ratings. Countries are given a total score from 0 (best) to 100 (worst).					
Methodology	This indicator displays the mean average ratings for 14 priority countries. Countries are given a total score from 0 (best) to 100 (worst) on the basis of a set of 23 methodology questions divided into three subcategories. The methodology for Freedom House's Freedom of the Press index is available at: http://www.freedomhouse.org/template.cfm?page=16 .					
Data Source and Quality	Freedom House's Freedom of the Press survey includes information gathered from professional contacts in various countries, the findings of human rights and press freedom organizations, specialists in geographic and geopolitical areas, the reports of governments and multilateral bodies, and a variety of domestic and international news media. A team of regional experts and scholars analyze and determine the survey findings. While there is an element of inherent subjectivity, the process emphasizes intellectual rigor and balanced judgments.					

A key aspect of the Department's diplomatic engagement and programming to advance human rights and democracy is advocating for an end to impunity of security forces. The Department works to speak out against this practice and supports the implementation of measures that increase accountability among security forces. The Department's implementation of the Leahy Amendment, which prohibits U.S. assistance to units of foreign security forces where the Department has credible evidence that the units have committed gross human rights violations, is a crucial aspect of this effort. In 2010, the Department created the International Vetting Security Tracking data base, a permanent record of the vetting process developed to comply with the Leahy Amendment.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Good Governance					
Indicator	NEW APP INDICATOR: Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking (INVEST) system.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
		New Program	20,000 (Baseline)	[Baseline Year]	25,000	30,000
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			

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Impact	The Leahy Amendment, and policies developed to implement the amendment, prohibit the use of foreign assistance funds to assist foreign security forces where there is credible evidence such forces have committed gross human rights violations. By leveraging assistance and training, the vetting process encourages accountability and professionalism in foreign security forces.
Methodology	Data are derived from the Department of State’s INVEST data base that retains records of previous vetting instances which identified allegations of human rights violations and other criminal activity by individuals or security force units.
Data Source and Quality	INVEST system, the State Department's primary mechanism for Leahy "vetting processes," is also used by the Department of Defense, and determines whether there is credible evidence prior to providing assistance. Per the Leahy law, the Department conducted vetting through cable traffic prior to adopting the INVEST system. The INVEST system, launched in March 2010, provides an accessible, transparent and permanent record of the vetting process.

The Department works to advance respect for universal standards for labor rights, as recognized in the Universal Declaration of Human Rights and International Labor Organization Conventions. Particular attention is given to combating worker exploitation and engaging the corporate sector to establish norms for a new global labor environment. The ability of workers to freely associate and organize is a crucial element in pursuing and defending common interests - and a key indicator of progress in human rights.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Rule of Law and Human Rights					
Indicator	NEW APP INDICATOR: Increased labor rights in priority countries, as measured by the percentage of countries with progress on workers' rights to freedom of association after sustained USG diplomatic and/or programmatic engagement.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	14.3 percent (Baseline) New Indicator, No Rating	[Baseline Year]	28.6 Percent	42.9 Percent
Impact	Department labor programs and diplomatic engagement on labor rights promote respect for worker rights through building the capacity of worker organizations, promoting social dialogue, and improving accountability in corporate supply chain engagement. Freedom of association is a fundamental enabling right that strengthens civil society and contributes to improvements on other key worker rights.					
Methodology	A panel of experts reviews data derived from Sections 7 a and b of State Department Country Reports on Human Rights Practices and related reports, with attention to freedom of association in the workplace in fourteen (14) targeted countries. Based on the data, the panelists then make an informed judgment as to whether conditions have improved in each country.					
Data Source and Quality	Department of State Country Reports on Human Rights Practices and other credible reporting on labor rights and practices. Country Reports on Human Rights Practices provide the most comprehensive record available of the condition of human rights around the world. Data quality assessment revealed no significant data limitations.					

Improved civil liberties remain a key U.S. foreign policy priority. The Department has identified several countries where improvements, particularly in freedoms of association and assembly appear most needed.

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The Department is leveraging key foreign assistance and diplomatic tools to support local activists in creating conditions necessary to reverse a trend that has declined globally in recent years. As part of this effort, the Department identifies and supports civil society activists and organizations whose activities promote human rights in priority countries. This indicator helps the Department assess its support for these organizations, and therefore in protecting human rights in their respective countries.

STRATEGIC GOAL: GOVERNING JUSTLY AND DEMOCRATICALLY						
Strategic Priority	Civil Society					
Indicator	NEW APP INDICATOR: Increased civic activism in priority countries with repressive regimes, as measured by the percent of civil society activists and organizations able to sustain activities after six months of receiving U.S. support.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	New Indicator, No Rating	N/A	17.5 Percent (Baseline)	[Baseline Year]	18 Percent	18.5 Percent
Impact	Civil society is essential to the development and success of free societies and plays a vital role in ensuring accountable, democratic government. DRL’s diplomacy and programming in support of civil society, particularly in repressive and authoritarian regimes, are based on direct and active engagement. In these challenging environments even limited support can have a significant impact.					
Methodology	Data are derived from quarterly reports submitted for Global Human Rights Defenders Fund programs that directly support human rights activists and organizations in fourteen targeted countries.					
Data Source and Quality	Global Human Rights Defender Fund program reports are submitted on a quarterly basis and carefully reviewed by evaluation specialists to determine the extent to which Department programs are meeting intended objectives. Information in these reports includes the number of activists and civil society organizations receiving support.					

Justification of Request

The Department’s FY 2012 request of \$22.308 million for the Bureau of Democracy, Human Rights, and Labor includes built-in current services adjustments that total a net decrease of \$73,000 below the FY 2010 level of activity, which includes a decrease of \$167,000 for efficiency savings and an increase of \$94,000 for domestic inflation.

Human Rights and Democracy: \$965,000 including 5 positions

DRL requests funding for an increase of positions to support the promotion of human rights and democracy with a focus on regularizing key contractor and temporary positions into 5 full-time Civil Service positions. This includes \$335,000 for bureau-managed support costs for these 5 domestic non-Iraq positions and \$630,000 for American Salaries. Regularizing the contractor positions will enable DRL to have increased stability and staff consistency for program implementation.

A request for funding to support 3 full-time domestic Iraq positions for DRL is being requested in the Department’s Overseas Contingency Operations (OCO) request, for meeting the significant demands that operating in frontline states and conflict zones present. These 3 new Program Officers will oversee

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implementing \$330 million in Iraq programming, which is comprised of over 55 programs. They will also be responsible for a large number of sensitive democracy and human rights programs that require monitoring and oversight. In addition, position support costs for 2 American Overseas positions that will provide human rights and democracy officers in the key overseas countries of Pakistan and Afghanistan are also being requested as a part of OCO.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	103	28	2	0	133	7,601	13,815	21,416
FY 2011 CR	103	28	2	0	133	7,601	13,815	21,416
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(167)	0	(167)
Domestic Inflation	0	0	0	0	0	94	0	94
Total Built-in Changes	0	0	0	0	0	(73)	0	(73)
FY 2012 Current Services	103	28	2	0	133	7,528	13,815	21,343
FY 2012 Program Changes								
CAFTA	1	0	0	0	1	67	126	193
China Policy Officer	1	0	0	0	1	67	126	193
China program officer	1	0	0	0	1	67	126	193
Cuba/WHA Program Officer	1	0	0	0	1	67	126	193
Grants Officer	1	0	0	0	1	67	126	193
Total Program Changes	5	0	0	0	5	335	630	965
FY 2012 Request	108	28	2	0	138	7,863	14,445	22,308

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Staff by Program Activity (positions)

Bureau of Democracy, Human Rights, and Labor	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	133	106	111
Department Direction	30	27	29
Political Affairs	27	0	0
Public Diplomacy - Program Costs	76	79	82
Policy Formulation	0	26	26
Department Direction	0	26	26
Public Diplomacy	0	1	1
Public Diplomacy - Program Costs	0	1	1
Total	133	133	138

Funds by Program Activity (\$ in thousands)

Bureau of Democracy, Human Rights, and Labor	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	21,286	15,384	16,014
Department Direction	5,275	1,691	1,691
Political Affairs	16,011	13,693	14,323
Policy Formulation	0	5,902	6,164
Political Affairs	0	5,902	6,164
Public Diplomacy	130	130	130
Public Diplomacy - Program Costs	130	130	130
Total	21,416	21,416	22,308

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Program Activities

Bureau of Democracy, Human Rights, and Labor	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Conduct of Diplomatic Relations	109	2	0	111	1,691	14,323	16,014
Department Direction	27	2	0	29	1,691	0	1,691
Political Affairs	0	0	0	0	0	14,323	14,323
Public Diplomacy - Program Costs	82	0	0	82	0	0	0
Policy Formulation	26	0	0	26	6,164	0	6,164
Department Direction	26	0	0	26	0	0	0
Political Affairs	0	0	0	0	6,164	0	6,164
Public Diplomacy	1	0	0	1	8	122	130
Public Diplomacy - Program Costs	1	0	0	1	8	122	130
Total	136	2	0	138	7,863	14,445	22,308

Staff by Domestic Organization Unit (positions)

Bureau of Democracy, Human Rights, and Labor	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Deputy Assistant Secretary	27	1	2
Office of Africa and Europe Affairs	18	17	19
Office of Asia and Western Hemisphere	12	13	13
Office of Human Rights and Democracy	0	0	2
Office of International Labor Affairs	12	9	9
Office of International Labor and Corporate Social Responsibility	0	3	3
Office of International Religious Freedom	15	21	20
Office of Multilateral and Global Affairs	13	15	15
Office of Near East Asia and South Central Asia	17	18	27
Office of Strategic and External Affairs	1	3	1
Office of the Assistant Secretary	18	30	23
Principal Deputy Assistant Secretary	0	1	1
Senior Coordinator for Democracy Promotion	0	2	3
Total	133	133	138

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Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Democracy, Human Rights, and Labor	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Office of Africa and Europe Affairs	2,516	2,791	2,949
Office of Asia and Western Hemisphere	2,017	1,889	2,047
Office of International Labor Affairs	1,003	1,003	1,003
Office of International Labor and Corporate Social Responsibility	867	871	871
Office of International Religious Freedom	2,426	2,559	2,559
Office of Multilateral and Global Affairs	2,215	2,211	2,211
Office of Near East Asia and South Central Asia	3,417	3,400	4,993
Office of Strategic and External Affairs	130	630	878
Office of the Assistant Secretary	6,825	6,062	4,797
Total	21,416	21,416	22,308

Funds by Object Class

(\$ in thousands)

Bureau of Democracy, Human Rights, and Labor	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	11,097	11,481	11,925
1200 Personnel Benefits	4,726	4,696	4,882
2100 Travel & Trans of Persons	1,301	1,724	1,984
2300 Rents, Comm & Utilities	456	396	396
2400 Printing & Reproduction	121	242	242
2500 Other Services	3,488	2,682	2,684
2600 Supplies and Materials	161	122	122
3100 Personal Property	66	73	73
Total	21,416	21,416	22,308

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Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	719	719	721
Funds	500,169	496,914	522,843

Program Description

The mission of the Bureau of Administration (A) is to provide effective and efficient global support for the people and programs of U.S. diplomacy. While programs and services specifically assist the Department to achieve its strategic goal of “Strengthening Consular and Management Capabilities,” the A Bureau’s efforts are integral components in all the Department’s domestic and overseas operations, therefore supporting all of the Department’s strategic goals. The Bureau has partners and customers at every post and with every agency represented overseas; it provides services and leadership in management operations within the Department and across agencies. To achieve Department goals and to support the American public, the Bureau also partners with other Federal departments and agencies, as well as state, local, and regional government agencies, and private organizations.

The Bureau manages the Department’s global supply chain – including the transportation of goods, diplomatic pouches and mail, and the acquisition of goods and services – from offices in U.S. and foreign locations, and provides a wide range of administrative and facilities services for the Department’s domestic offices, including the transformation of the Harry S Truman (HST) building from a 1960s-era facility into a modern, energy efficient home for diplomacy. In accordance with Quadrennial Diplomacy and Development Review (QDDR) recommendations, the A Bureau analyzes the appropriate balance of direct-hire and contract personnel, looking to experts at other agencies before seeking outside contractors. This will restore governmental capacity, enhance the efficiency of Department operations, build expertise, and support the achievement of the Department’s goals in mission critical areas. The Bureau provides the platform for domestic emergency management planning and preparedness, strengthens employee awareness, and exercises the Department’s Mission Critical Team. As the information-content managers for the Department, the Bureau provides essential services, using a number of on-line information sources, to government agencies, overseas posts, and the public. The overseas schools program provides financial support and guidance to 196 international schools that benefit government employees and their families while promoting American values. The program to establish allowance and differential rates in a timely and consistent manner also impacts government and private sector employees. Oversight of the commissary and recreation associations at 135 posts is equally essential. A Bureau manages and procures commercial services for the Department to enhance the efficiency of Department operations while supporting the QDDR goal to save money and support the policy objectives of the U.S. through its procurement practices. The Small and Disadvantaged Business Utilization Program champions the use of U.S. small businesses owned by women and minorities in the acquisition process, ensuring that all legislatively specified goals are, to the maximum extent possible, achieved in the awarding of the Department’s prime contracts and subcontracts. The Bureau supports the President and the Secretary directly through language services and Presidential/Vice-Presidential travel support programs. The Executive Office provides a full suite of administrative services to A and to the Bureau of Information Resource Management and provides human resources services to four bureaus and two offices with over 1,900 employees.

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The Bureau focuses on supporting the achievement of the “Management-Building Civilian Capacity” High Priority Performance Goal in a variety of ways, including: leading the Department’s initiative to achieve a domestic multi-sector workforce that has the requisite number of Federal employees to perform inherently governmental responsibilities; and providing office facilities and special purpose space to the Department’s domestic workforce. The Bureau coordinates preparations for domestic employees’ safety and their ability to continue the Department’s mission in the event of local and national emergencies and provides essential support to personnel overseas.

Performance

The Harry S Truman (HST) building modernization project is the primary component of the Foggy Bottom Modernization/Consolidation plan and was established in partnership with the General Services Administration. This effort was born of necessity, given the age of the building’s two components (built in 1939 and 1960, respectively) and the growing deficiencies and complexities associated with its electrical, heating, ventilation, air conditioning and related infrastructure requirements. The project is essential to the Department’s ability to provide a secure, safe and functional facility so that the Department’s Headquarters personnel can perform their mission.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES			
Strategic Priority	Facilities		
Indicator	Key milestones for the modernization of the Harry S Truman (HST) Building.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
◀▶ On Target	◀▶ On Target	◀▶ On Target	◁▷ Improved But Not Met
TARGETS AND RESULTS			
FY 2012 Target	<ul style="list-style-type: none"> • Complete construction of Phase 1B Bid Package #3/4 Shell/Core/Tenant build-out and Cafeteria. • Award construction contract for Phase 1C Demolition/Perimeter Hardening. • Complete design of Phase 1C Shell, Core, and Tenant Improvements. 		
FY 2011 Target	<ul style="list-style-type: none"> • Complete 50 percent construction of Phase 1B Bid Package #3/4 Shell/Core/Tenant build-out and Cafeteria. • Complete design of Perimeter Security Improvements for C & D Streets. • Complete design of Phase 1C Demolition/Perimeter Hardening. • Complete design of Phase 1C Space Plan and 50 percent Shell, Core, and Tenant Improvements. 		
FY 2010 Target	<ul style="list-style-type: none"> • Complete Phase 1B Bid Package #2 installation of blast resistant windows. • Complete 15 percent of Phase 1B Bid Package #3/4 for tenant build-out construction and cafeteria. • Complete 65 percent of Perimeter Security Improvements design and Final Environmental Assessment for C & D Streets. • Initiate design of Phase 1C Renovation. 		

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FY 2010 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • Bid Package #2 installation of blast resistant windows completed • Phase 1B Bid Package #3/4 tenant build-out construction and cafeteria contract is not yet 15% complete, since it was awarded and started later than planned due to additional time required for security clearance approvals of the selected contractor who is new to the Department of State. • 65% Perimeter Security Improvements design was completed, but Final Environmental Assessment is slightly behind schedule, due to unexpected additional comments from the D.C. Department of Transportation and the National Academy of Sciences. • Design of Phase 1C Renovation was initiated and is already 35% complete.
Impact	The multi-phased Harry S Truman Building modernization project is the cornerstone of the Department's master plan to modernize the facilities in the Foggy Bottom area of Washington, D.C. This is a key component of the Department's strategic priority "Facilities" to provide modern, safe, and functional facilities for its domestic workforce and its operational requirements.
Steps to Improve	The variance from the FY 2010 target is slight. The Department and GSA are working together to monitor and manage the construction to meet the schedule targets. The Department is working with authorities to gain the required approvals and is pursuing additional resources to address the issues.
FY 2009 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Bid Package #1 Demolition/Abatement completed. • Phase 1B Bid Package #2 installation of blast resistant windows is 58 percent complete. • Design of Bid Package #3/4 for tenant build-out construction was completed October 19, 2009 and is being reviewed. • Draft Environmental Assessment for Perimeter Security Improvements to C and D Street completed.
FY 2008 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Bid Package #1 Demolition/Abatement is at 78% completion. • The design for Phase 1B Bid Package #2 Wall Hardening and Blast Resistant Windows was completed in July 2008. • The conceptual design for the 22nd Street Perimeter Security Improvements has been completed and forwarded to the District of Columbia and neighboring agencies to resume the design of the project.
FY 2007 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Architect/Engineer contract was awarded, security clearances received and design started April 10, 2007. • 35 percent design for Phase I and II Perimeter Security Improvements completed. • Nuclear Risk Reduction Center (NRRC) renovation completed and occupied in Spring 2007. • Phase 1B Demolition documents completed, Housing Plan and Space Planning started.
VERIFICATION AND VALIDATION	
Methodology	Performance results are determined by reviews and updates during regular design progress meetings, weekly construction progress meetings, weekly project tracking meetings and weekly activity reports. These are supplemented by inspection reports for construction in place, which serve as justification for progress payment review and approval.
Data Source and Quality	The General Services Administration provides progress and weekly activity reports, construction and occupancy schedules, progress meeting minutes, management plans, and completed activities. The reports provide accurate information with a high degree of confidence and reliability. The Data Quality Assessment revealed no significant data limitations.

The Bureau of Administration is developing and implementing policies and initiatives that will reduce the State Department's environmental footprint and cut costs of operating domestic buildings, in support of the Secretary's Greening Diplomacy Initiative. The Bureau is also partnering with the General Services

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Administration (GSA) to provide improved workspace for staff by leasing space in “Leadership in Energy and Environmental Design” (LEED) Silver (or equivalent) certified buildings. The Bureau of Administration uses Environmental Protection Agency (EPA) and Department of Energy (DOE) guidelines and criteria in benchmarking performance of environmental sustainability and energy conservation initiatives.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES			
Strategic Priority	Facilities		
Indicator	Status of Domestic Facility Greening at the Department of State.		
RATINGS TREND			
FY 2007	FY 2008	FY 2009	FY 2010
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▲ Above Target
TARGETS AND RESULTS			
FY 2012 Target	<ul style="list-style-type: none"> • New leases will use the GSA "green" lease, providing space in LEED-Silver (or equivalent) buildings and equipment meeting Energy Star standards (or equivalent), where applicable. LEED (or equivalent) documentation will be provided upon occupancy. • All building renovations exceeding 5,000 sq ft will be consistent with LEED-NC or –CI Silver, (or equivalent) certification or better. All renovations >\$1 million will obtain LEED-NC or –CI Silver certifications (or equivalent), with documentation. • New construction scheduled for FY 2012 completion will attempt to be LEED-NC Silver (or equivalent) certified, with documentation, contingent on budget realities. • 35 percent of owned/delegated facilities will be LEED-EB or GBI certified. • Greenhouse Gas (GHG) emissions (Scope 1 & 2) reduction projections will be 70% of the goal enunciated in the Department’s Sustainability Plan (submitted under Executive Order # 13514). 		
FY 2011 Target	<ul style="list-style-type: none"> • New leases will utilize the General Services Administration (GSA) "green" lease, providing space in LEED-Silver (or equivalent) buildings and equipment meeting Energy Star standards (or equivalent), where applicable. • All building renovations exceeding 5,000 sq ft will be consistent with LEED-New Construction (NC) or –Commercial Interior (CI) Silver, (or equivalent) certification or better. • Thirty percent of owned/delegated buildings will be LEED-Existing Building (EB) or "Green Buildings Initiative" (GBI) certified. 		
FY 2010 Target	<ul style="list-style-type: none"> • Newly acquired leases should provide buildings that are LEED-Silver certified, consistent with existing GSA leasing guidelines. • Building renovations exceeding \$1 million will be consistent with LEED-NC or -CI Silver certification or better. • Fifteen percent of existing owned/delegated facilities will be LEED-EB or GBI certified. 		
FY 2010 Rating and Result	<p>Rating: Above Target</p> <ul style="list-style-type: none"> • The new leased office space for the Buffalo, NY Passport Agency office, occupied in FY10, is built out consistent with LEED-Silver parameter (but not yet certified). • Two major renovations (>\$1 million) completed in FY10 were Building 84 in Charleston (the Department expects LEED-Platinum (for new construction), and expects the facility to be "net-zero" energy consumption (first ever for both criteria for the Department)); and the NFATC Gymnasium (expected to be LEED-NC Silver). The Department is awaiting final certification confirmation. • In FY10, two facilities received GBI-3 Globes certification (SA-1 and the Florida Regional Center (FRC)), bringing the Department’s owned/delegated portfolio total to 4 (4 of 10, or 40%). In addition, FRC was certified as Energy Star, the third domestic Department facility to achieve that status. 		

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Impact	Successful “green” initiatives for domestic buildings will reduce the Department’s environmental impact, save energy and control operating costs. This effort is a component of the Department’s strategic priority “Facilities to provide modern, safe and functional facilities for its domestic workforce and its operational requirements.
Reason for Exceeding Target	The Bureau of Administration was able to exceed the established "greening" benchmarks by careful planning and execution, incorporating "greening" requirements into the way it conducts business, rather than using expensive add-on features. It anticipated the new sustainability initiatives in FY09 and began modifying its processes to ensure the Department would be able to meet the annual targets.
FY 2009 Rating and Result	Rating: New Indicator, No Rating All major renovations initiated in FY 2009 were designed to LEED-NC Silver expectation (i.e., Buildings 644 and 84 at the Charleston Regional Center, and the National Passport Center (NPC-2) addition in Portsmouth, NH. The design requirements for FAST-C and ESOC-West (ARRA initiatives) met LEED-NC Silver requirements. “GBI-Green Globes (2)”, the equivalent to LEED-Silver certification, was awarded to the National Visa Center (NVC) in Portsmouth, NH in March, 2009. Similar certifications were initiated for the Beltsville Information Management Center and SA-1. Additionally, NVC received the Silver Energy Star certification in April, 2009.
FY 2008 Rating and Result	Rating: New Indicator, No Rating N/A
FY 2007 Rating and Result	Rating: New Indicator, No Rating N/A
VERIFICATION AND VALIDATION	
Methodology	The Bureau developed a “basis of design” (BOD) for the three major FY 2009 renovations, and included LEED-NC Silver requirements in the language. Final LEED certifications for these three projects will be confirmed after construction is completed (est. FY 2011).
Data Source and Quality	GBI-GG and Energy Star certifications are received from external, independent 3rd party evaluators using protocols sanctioned by EPA and DOE. The Data Quality Assessment revealed no significant data limitations.

This indicator will assist the Department in managing the space utilization and cost of the Department’s increasing domestic real estate assets. The ratio of change between cost per seat and rent provides a measurable unit that directly incorporates a combination of other measures, such as space utilization, that are presently being used in the acquisition, design and build-out of space. Due to the overwhelming percentage of Department space within the Washington Metropolitan Area (WMA), and because office space is the predominant usage type, this indicator only applies to office space in the WMA.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Facilities					
Indicator	Ratio of Change between Cost/Seat and Rent, expressed as a factor.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	N/A	.9	1 (or less)	1 (or less)	1 (or less)
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target			

D&CP – BUREAU OF ADMINISTRATION

Impact	Use of this indicator will validate and support the Department's facilities management goals and activities related to consolidation and collocation of functions in the Foggy Bottom area, and improving and modernizing DOS facilities efficiently. It supports the Department's strategic priority "Facilities."
Methodology	This factor compares the rate of change in cost/seat to the rate of change in rent. "Seats" are the number of offices and workstations; "rent" includes operating costs. The annual percentages of change are expressed as a ratio of cost/seat to rent. A factor of 1 means the cost/seat rises at the same rate as rent. A factor less than or equal to 1 means the Department manages space efficiently by controlling costs and increasing utilization rates.
Data Source and Quality	Initial data was developed by GSA's comprehensive Strategic Portfolio Housing Plan for DOS in 2008. That data can be updated and validated using existing tools and resources. The FY10 results and rating will be determined after the fiscal year ends and final space costs are known. There are no significant data limitations.

Justification of Request

The Department's FY 2012 request of \$522.843 million for the Bureau of Administration includes an increase over the FY 2010 Actual level of \$22.674 million, composed of a reduction of \$3.737 million for current services and a program increase of \$29.666 million. Current services include \$4.336 million for domestic inflation and \$1.258 million for GSA rental inflation. In addition, the A Bureau plans to reduce transportation, advisory contracts, supplies, and other administrative costs for an overall efficiency savings of \$9.331 million in accordance with the President's Accountable Government Initiative. Program increases will allow the bureau to consolidate departmental space through preparation of critical swing space requirements for the Harry S Truman building renovation; to acquire the Potomac Annex; to improve management of assets; and to enhance internal controls. The FY 2012 request includes the following:

Strategic Housing, Planning, Leasing, Construction, and Management: \$26,334,000

The Office of Real Property Management's (A/OPR/RPM) core mission is the proper stewardship of the Department's domestic assets. The FY 2012 request supports the consolidation, growth, and relocation of Department property where appropriate. RPM provides project management for all construction and renovation projects while determining the scope, schedule and projected costs in advance of the budget year. The A Bureau will continue to manage its funds and space effectively by controlling costs and increasing utilization rates. The A Bureau closely monitors performance measures that track office and workstation costs against the rental rate in the Washington Metropolitan Area. The Department's FY 2012 performance target is to ensure that increases in cost per employee do not outpace the rate of change in rent. The increase of \$26.334 million for Strategic Housing, Planning, Leasing, Construction, and Management includes the following:

Harry S Truman (HST) Renovation Phase 1-C Swing Space Acquisition: \$11,300,000

The Department has a critical need to acquire 45,000 rentable square feet of space for a ten year term in the West End Foggy Bottom area. The requested funds will cover one-time costs for programming, architectural and engineering design, base construction, furniture, fixtures, equipment, telecommunications, security, relocation, maintenance, and General Services Administration (GSA) fees. This space will be used as ongoing swing space for the HST renovation project, scheduled to continue through 2020, and will provide a temporary, safe workspace for approximately 225 employees at a time. The space will initially accommodate staff currently housed in the next phase of the HST renovation referred to as Phase 1-C.

D&CP – BUREAU OF ADMINISTRATION

This request will support the scheduled completion of key elements of the HST renovation project. Specifically, the Department has established a performance target in FY 2012 to complete Phase 1-B (shell/core/tenant build out) and cafeteria renovations. By the end of FY 2012, the Department also plans to award a construction contract for Phase 1-C (Demolition/Perimeter Hardening) and complete the design of Phase 1-C (shell/core/tenant improvements).

Department offices that must relocate for Phase 1-C provide policy direction for international security, security assistance, military operations, defense strategy and planning, defense trade, and international claims and investment disputes. The Department must find space for these offices within a short walking distance of HST so that senior Department leadership in HST can meet face to face with relocated staff within a reasonable time. Acquiring space in the Foggy Bottom submarket allows the Department to continue to realize benefits from the optimization of existing and previously purchased submarket infrastructure, e.g., telecommunications networks, information technology, security, etc., while complying with the Department/GSA Memorandum of Understanding regarding use of the Foggy Bottom limited delineated area for Department lease procurements.

Beltsville Information Management Center (BIMC) Infrastructure Upgrade: \$3,000,000

BIMC in Beltsville, Maryland, supports the Department's worldwide information technology (IT) and communication requirements and is a critical piece of the Department's infrastructure. The requested \$3 million will enable the Department to address facility infrastructure modernization requirements in a scalable manner to permit continued mission service for years to come. Funding will allow the Department to fulfill current and future energy policy requirements governing the greenhouse gas reduction goals, and implement best practices for IT management, energy efficiency and environmental stewardship. The current facility, in use since 1986, supports multiple worldwide IT/communication missions on large scale platforms. The 100,000 gross square foot facility's operations and maintenance budget has not kept pace with the much needed infrastructure modernizations. The Department cannot continue to effectively support an ever-changing and widely diverse IT/communication mission at BIMC without a substantial commitment of funding for infrastructure improvements.

Phased Renovation of "Open Classified Storage" Building: \$3,200,000

The General Services Administration (GSA) renewed the lease at State Annex 2 (SA-2) located at 22nd Street, NW and occupied by the Bureau of Administration, Office of Global Information Services (A/GIS). As part of the lease renewal, the owner will spend approximately \$8 million to renovate the building to meet health and safety standards which will require at least one floor to be vacant at a time. The entire SA-2 building is classified as "open classified storage" making it impractical to relocate A/GIS to another building without incurring considerable cost to accommodate the "open classified storage" requirement. The requested funding is needed to disassemble, store and reinstall furniture, thread new cabling through reinstalled furniture, and pay for the security and physical relocation of staff, floor by floor, while renovation progresses through the building in phases. Funding this renovation will also enable the Department to avoid an operations and maintenance cost increase of approximately \$8 million over the term of the lease. This building is a critical piece of the Department's leased inventory due to its location across the street from the Harry S Truman building. Without funding for this project, the occupants of the building will remain in substandard and deteriorating space as the building is in need of substantial renovation to correct deficiencies.

Potomac Annex (Navy Hill): \$8,834,000

The Department plans to acquire the Potomac Annex (Navy Hill) properties in an effort to meet the Department's space requirement. The requested funds above the FY 2011 base of \$18.213 million will be used to begin the design and preliminary construction and remaining site acquisition costs for this project.

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Acquisition Improvement Initiative: \$3,000,000

The FY 2012 request provides for \$3 million for the Acquisition Improvement Initiative to increase the Department’s acquisition workforce capacity and capabilities. Funding was requested in General Provision Section 7059 in the President’s FY 2011 Budget.

Freedom of Information Act (FOIA) Litigation Support: \$166,000 including 1 Position

The exponential increase in the workload generated by new lawsuits, combined with the FOIA’s relatively new requirement that Agencies pay attorney’s fees, necessitates an increase in resources to defend the Department’s actions while processing FOIA cases that result in litigation. In the past two years alone, preparing the Department’s defense in these lawsuits has necessitated a four-fold increase in labor expenditure. This has been addressed with expensive contractor support rather than permanent fulltime positions, therefore diverting funds from other programs. This new position will reduce the need for contractor support while providing continuity and ensuring that an experienced representative will defend the Department in court.

Energy Conservation, Environmental Sustainability Initiative: \$166,000 including 1 Position

Current environmental and energy conservation regulations and directives (such as the Energy Policy Act of 2005, the Energy Independence, the Security Act of 2007, Executive Order 13423 and Executive Order 13514) require that the Department meet certain energy and water consumption levels and reduce its environmental footprint over the next ten years. In order to achieve these goals, one FTE is needed to coordinate the Bureau’s work with current managerial environmental and energy efforts. These new energy conservation and sustainability programs will be integrated into ongoing facilities management efforts and are expected to result in long-term savings through increased energy efficiencies, waste reduction, increased recycling, and improved life-cycle cost accounting for critical facilities infrastructure for the Department.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	689	29	1	0	719	428,487	71,682	500,169
FY 2011 CR	689	29	1	0	719	425,232	71,682	496,914
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(9,331)	0	(9,331)
Domestic Inflation	0	0	0	0	0	4,336	0	4,336
GSA Rents	0	0	0	0	0	1,258	0	1,258
Total Built-in Changes	0	0	0	0	0	(3,737)	0	(3,737)
FY 2012 Current Services	689	29	1	0	719	421,495	71,682	493,177
FY 2012 Program Changes								
Acquisition Improvement Initiative	0	0	0	0	0	3,000	0	3,000

D&CP – BUREAU OF ADMINISTRATION

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Energy Conservation, Environmental Sustainability	1	0	0	0	1	40	126	166
President Initiative on FOIA	1	0	0	0	1	40	126	166
Strategic Housing Planning, Leasing, Construction	0	0	0	0	0	26,334	0	26,334
Total Program Changes	2	0	0	0	2	29,414	252	29,666
FY 2012 Request	691	29	1	0	721	450,909	71,934	522,843

Staff by Program Activity (positions)

Bureau of Administration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	347	347	347
Bureau Direction	54	54	54
Domestic Financial Services	17	17	17
Domestic General Services	208	208	208
Domestic Personnel Services	68	68	68
Domestic Work Space	106	106	107
Domestic Investment in Current Assets	44	44	44
Domestic Operations and Maintenance	62	62	63
Information Resource Management	265	265	266
Corporate Information Systems and Services	221	221	222
Infrastructure Systems	44	44	44
Policy Formulation	1	1	1
Bureau Direction	1	1	1
Total	719	719	721

D&CP – BUREAU OF ADMINISTRATION

Funds by Program Activity (\$ in thousands)

Bureau of Administration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	81,302	79,410	81,521
Bureau Direction	9,198	7,990	10,940
Domestic Financial Services	2,223	2,223	2,213
Domestic General Services	54,995	54,656	53,981
Domestic Personnel Services	14,886	14,541	14,387
Domestic Work Space	317,450	317,421	342,496
Domestic Investment in Current Assets	76,473	64,766	89,902
Domestic Operations and Maintenance	61,730	61,701	60,382
GSA Rents	179,247	190,954	192,212
Information Resource Management	91,656	90,322	89,221
Corporate Information Systems and Services	65,538	64,226	63,555
Infrastructure Systems	26,118	26,096	25,666
Overseas Program Support	8,069	8,069	7,909
Overseas General Services	8,069	8,069	7,909
Public Diplomacy	1,692	1,692	1,696
Public Diplomacy - Program Costs	1,692	1,692	1,696
Total	500,169	496,914	522,843

D&CP – BUREAU OF ADMINISTRATION

Program Activities

Department Of State	Positions			Pos Total	Funds (\$ in thousands)		
	American Domestic	Overseas	FSN		Bureau Managed	American Salaries	Funds Total
Domestic Administrative Support	347	0	0	347	46,827	34,694	81,521
Bureau Direction	54	0	0	54	5,457	5,483	10,940
Domestic Financial Services	17	0	0	17	518	1,695	2,213
Domestic General Services	208	0	0	208	33,244	20,737	53,981
Domestic Personnel Services	68	0	0	68	7,608	6,779	14,387
Domestic Work Space	107	0	0	107	331,802	10,694	342,496
Domestic Investment in Current Assets	44	0	0	44	85,515	4,387	89,902
Domestic Operations and Maintenance	63	0	0	63	54,075	6,307	60,382
GSA Rents	0	0	0	0	192,212	0	192,212
Information Resource Management	266	0	0	266	62,675	26,546	89,221
Corporate Information Systems and Services	222	0	0	222	41,396	22,159	63,555
Infrastructure Systems	44	0	0	44	21,279	4,387	25,666
Overseas Program Support	0	0	0	0	7,909	0	7,909
Overseas General Services	0	0	0	0	7,909	0	7,909
Policy Formulation	0	1	0	1	0	0	0
Bureau Direction	0	1	0	1	0	0	0
Public Diplomacy	0	0	0	0	1,696	0	1,696
Public Diplomacy - Program Costs	0	0	0	0	1,696	0	1,696
Total	720	1	0	721	450,909	71,934	522,843

D&CP – BUREAU OF ADMINISTRATION

Staff by Domestic Organization Unit (positions)

Bureau of Administration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Commercial Services Management Office	3	3	3
Dep. Asst. Secretary for Global Information Services	6	6	6
Deputy Assistant Secretary for Logistics Management	7	7	7
Deputy Assistant Secretary for Operations	6	6	6
Directives	21	21	21
Executive Office	98	98	98
General Services Management	31	31	31
Information Program Services	184	184	185
Office of Allowances	18	18	18
Office of Emergency Management	7	7	7
Office of Facilities Management Services	62	62	63
Office of Language Services	46	46	46
Office of Overseas Schools	15	15	15
Office of Real Property Management	44	44	44
Office of Small and Disadvantaged Business Utilization	6	6	6
Office of the Assistant Secretary for Administration	10	10	10
Office of the Procurement Executive	26	26	26
Operations Management	37	37	37
Policy and Program Management	83	83	83
Presidential-Vice Presidential Travel Support	9	9	9
Total	719	719	721

D&CP – BUREAU OF ADMINISTRATION

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Administration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Commercial Services Management Office	1,560	1,560	1,534
Dep. Asst. Secretary for Global Information Services	1,027	1,027	1,017
Deputy Assistant Secretary for Logistics Management	4,632	2,312	2,279
Deputy Assistant Secretary for Operations	840	840	835
Directives	4,220	4,220	4,178
Executive Office	19,838	18,526	18,352
GSA & Other Rents Management	179,247	190,954	192,212
General Services Management	8,147	8,147	8,046
Information Program Services	45,785	45,785	45,407
Office of Allowances	2,002	2,202	2,194
Office of Emergency Management	706	698	698
Office of Facilities Management Services	61,730	61,701	60,382
Office of Language Services	5,548	5,548	5,529
Office of Overseas Schools	7,945	7,400	7,283
Office of Real Property Management	76,459	64,752	89,889
Office of Small and Disadvantaged Business Utilization	868	868	863
Office of the Assistant Secretary for Administration	1,207	1,207	1,203
Office of the Procurement Executive	2,774	3,886	6,860
Operations Management	16,618	16,279	16,029
Policy and Program Management	42,269	42,255	41,582
Presidential-Vice Presidential Travel Support	16,747	16,747	16,471
Total	500,169	496,914	522,843

D&CP – BUREAU OF ADMINISTRATION

Funds by Object Class

(\$ in thousands)

Bureau of Administration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	64,523	64,523	64,720
1200 Personnel Benefits	16,585	16,585	16,640
2100 Travel & Trans of Persons	8,658	8,797	8,623
2200 Transportation of Things	5,855	5,972	5,822
2300 Rents, Comm & Utilities	196,609	201,804	203,111
2400 Printing & Reproduction	1,238	1,263	1,231
2500 Other Services	191,782	183,083	207,772
2600 Supplies and Materials	5,676	5,790	5,645
3100 Personal Property	8,289	8,455	8,624
4100 Grants, Subsidies & Contrb	239	244	249
4200 INS Claims & Indemnities	715	398	406
Total	500,169	496,914	522,843

D&CP – BUREAU OF DIPLOMATIC SECURITY

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	853	853	853
Funds	214,929	212,129	215,630

Program Description

The Bureau of Diplomatic Security (DS) ensures a safe and secure environment for the successful conduct of U.S. foreign policy. DS is the law enforcement and security arm of the U.S. Department of State. To advance American interests and foreign policy, DS protects people, property, and information at more than 285 missions worldwide. DS is a leader in international investigations, threat analysis, cyber security, counterterrorism, personnel security high threat protective security operations, and security technology. DS continues to develop new tools and processes to meet emerging needs and to provide extraordinary security to all those that DS protects.

Protect the Homeland against Terrorist Attacks

The support provided to Iraq, Afghanistan, Pakistan, and fragile states is an important pillar of Diplomacy 3.0, and a high priority goal of the Department and DS. Providing support for U.S. foreign policy and operations in fragile states and high threat and combat environments is one of the biggest challenges facing DS, and nowhere is this more evident than in Iraq and Afghanistan. These environments require DS to provide extraordinary security services and necessitate working closely with the military to ensure their assistance is available when needed. Both the Iraqi and Afghan governments are in partnership with the United States in the fight against the Taliban and al-Qaida. These efforts have significantly improved the overall security situation. However, the security situation will remain unpredictable, following the conclusion of the U.S. military combat mission.

In accordance with the 2004 Intelligence and Reform, and Terrorism Prevention Act, DS implemented the Visa and Passport Strategic Plan (VPSP) to defend the homeland, detect terrorist activity, and disrupt terrorist mobility. DS has been very successful and will continue to counter visa and passport fraud, and those organizations that support fraud prevention and detection.

DS is reexamining the process for assigning threat ratings in the Security Environment Threat List (SETL). This is an effort to determine accurately the ratio between threat and vulnerability at diplomatic facilities overseas. DS plans to update the Rewards for Justice website, which provides rewards for vital information to prevent or favorably resolve acts of international terrorism against U.S. persons or property worldwide. Rewards may be paid for information leading to the arrest or conviction of terrorists attempting, committing, or conspiring to commit crimes, or aiding and abetting in the commission of such acts.

DS has identified the need for a cohesive intelligence and analytical platform that combines the current disparate data sources pertinent to timely and effective analysis. It is vital that DS has the capability to analyze quickly large-scale intelligence products. The creation of an integrated analytical platform will greatly enhance the Department's ability to conduct historical and trend analysis, as well as effectively and quickly respond to a critical incident.

D&CP – BUREAU OF DIPLOMATIC SECURITY

Protect Lives and Facilities

Over the next five years, DS envisions the need to provide continual enhancement of physical and technical security countermeasures for Department facilities in critical threat and non-permissive environments. The focus will be on research to develop technological systems, barriers, and building materials to mitigate the global threats against U.S. facilities. The DS Training Center will continue to expand its distance learning, *Knowledge from the Field Program*, to provide needed, real time training anytime- worldwide.

DS will continue efforts to provide personnel the training needed today for tomorrow's mission offering a range of security training to include weapons, anti-terrorism and armored vehicle drivers, surveillance detection, shock/trauma medical, exposure to explosive effects, military vehicles and munitions, and improvised explosive device recognition.

The Overseas Security Advisory Council (OSAC) conferences, seminars, presentations, outreach events, and Country Council meetings are key methods to ensure the U.S. private sector has access to timely, accurate, and actionable security information to make informed risk management decisions. To ensure the success of these programs, OSAC needs to continue providing Regional Security Offices (RSOs) with the necessary resources to remain engaged in addressing the security needs of the private sector overseas. OSAC will continue to increase the number of Country Council visits, new website users, and constituents.

Protect Information Designated as Critical to the Security of the United States

Protecting the global network of information technology (IT) systems and information assets, including classified information, and personally identifiable information (PII), and transitioning Sensitive But Unclassified (SBU) to the Controlled Unclassified Information (CUI) framework, is vital to achieving the Department's diplomacy goals and to supporting daily operations. To enable these mission requirements, DS has established comprehensive *defense-in-depth* programs that leverage an integrated array of technical and analytical programs.

The proactive management of Cyber Security ensures the Department's highest level of defense against malicious software, mobile technology breaches, network intrusion, internal, external, and natural disaster-related cyber threats. DS handles numerous cyber security operations, including lifecycle management; network monitoring, safeguarding data transfer and storage, site security verification, and policy guidance.

DS will establish itself as a Center of Excellence for Instructor-led Cyber Security Training by building a comprehensive role-based cyber security education and training program for secure infrastructure design and development, incident analysis, and defensive skills and capabilities. This training effort will provide Department employees and other Federal agencies with the knowledge and skills necessary to protect information systems from ever-increasing cyber threats.

D&CP – BUREAU OF DIPLOMATIC SECURITY

Performance

DS will continue to improve on the personnel security clearance process to efficiently and effectively complete background investigations, adjudications, and granting of personnel security clearances to achieve and maintain compliance with the Intelligence Reform and Terrorist Prevention Act (IRTPA). Beginning with FY 2010, OMB changed the target for this metric to 74 days (from 58 days) to include the initiation phase of investigations government-wide.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Diplomatic Security					
Indicator	Length of time to complete 90 percent of background investigations, adjudications and granting of personnel security clearances.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
55 days [Baseline]	67 days ▲ Above Target	67 days ▼ Below Target	70 days ▲ Above Target	74 days	74 days	74 days
Reason for Exceeding Target	Although the original target set by the DS bureau was 58 days, OMB changed the target for this metric to 74 days (from 58 days) to include the initiation phase of investigations beginning with FY 2010.					
Impact	DS has achieved tremendous success in improving the security clearance process. These improvements have been paramount as DS projects the number of cases processed will increase 30% over the next two years. Processing security clearances in a timely manner will achieve compliance with IRTPA as well as allowing personnel to be cleared in a timely manner to do the critical work of the Department.					
Methodology	DS has fully utilized IT systems to manage background investigation workflow.					
Data Source and Quality	The Case Management System (CMS) is DS's primary end-to-end workflow management software system. Data from CMS is subjected to routine auditing by members of a Quality Assurance team. This team is charged with ensuring system data is accurate and investigations meet quality standards.					

Justification of Request

The Department's expanding mission, growing overseas presence, and the implementation of new initiatives and continued implementation of the Visa and Passport Security Strategic Plan (VPSP) are essential to the Department's efforts to combat terrorist travel and to ensure the integrity of U.S. passport and visa documents.

The Department's FY 2012 request of \$215.630 million for DS reflects an increase of \$3.501 million above the FY 2010 Actual level less non-war supplemental funding. This level of funding provides \$6.037 in domestic and overseas price inflation. The FY 2012 funding request includes an efficiency cost savings reduction of \$2.54 million in the following areas; travel and transportation of people and things, supplies, and contracts. The DS request includes funding for 853 personnel. Historically DS has funded these personnel instead of the Worldwide Security Protection (WSP) program because they existed in, and had been funded by DS prior to the establishment of the WSP program.

D&CP – BUREAU OF DIPLOMATIC SECURITY

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	372	359	122	0	853	118,390	96,539	214,929
FY 2011 CR	372	359	122	0	853	115,590	96,539	212,129
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(2,536)	0	(2,536)
Domestic Inflation	0	0	0	0	0	6,037	0	6,037
Total Built-in Changes	0	0	0	0	0	3,501	0	3,501
FY 2012 Current Services	372	359	122	0	853	119,091	96,539	215,630
FY 2012 Request	372	359	122	0	853	119,091	96,539	215,630

Staff by Program Activity

(positions)

Bureau of Diplomatic Security	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Counter-Terrorism Programs	0	376	376
Investigations and Counterintelligence	0	17	17
Diplomatic Security	853	324	324
Bureau Direction	259	202	202
Domestic Administrative Management	242	0	0
Mission Security Operations	352	122	122
Domestic Administrative Support	0	74	74
Domestic Financial Services	0	74	74
Information Resource Management	0	14	14
Bureau Direction	0	14	14
Policy Formulation	0	30	30
Bureau Direction	0	30	30
Training Services	0	35	35
Security Training	0	35	35
Total	853	853	853

D&CP – BUREAU OF DIPLOMATIC SECURITY

Funds by Program Activity

(\$ in thousands)

Bureau of Diplomatic Security	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Counter-Terrorism Programs	0	0	46,514
Bureau Direction	0	0	3,961
Investigations and Counterintelligence	0	0	7,622
Mission Security Operations	0	0	34,931
Diplomatic Security	214,929	212,129	155,762
Bureau Direction	0	0	22,862
Mission Security Operations	214,929	212,129	132,900
Domestic Administrative Support	0	0	8,375
Bureau Direction	0	0	8,375
Information Resource Management	0	0	1,584
Bureau Direction	0	0	1,584
Policy Formulation	0	0	3,395
Bureau Direction	0	0	3,395
Total	214,929	212,129	215,630

D&CP – BUREAU OF DIPLOMATIC SECURITY

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Counter-Terrorism Programs	376	0	0	376	0	46,514	46,514
Bureau Direction	0	0	0	0	0	3,961	3,961
Investigations and Counterintelligence	17	0	0	17	0	7,622	7,622
Mission Security Operations	0	0	0	0	0	34,931	34,931
Diplomatic Security	202	122	0	324	119,091	36,671	155,762
Bureau Direction	202	0	0	202	0	22,862	22,862
Mission Security Operations	0	122	0	122	119,091	13,809	132,900
Domestic Administrative Support	74	0	0	74	0	8,375	8,375
Bureau Direction	0	0	0	0	0	8,375	8,375
Domestic Financial Services	74	0	0	74	0	0	0
Information Resource Management	14	0	0	14	0	1,584	1,584
Bureau Direction	14	0	0	14	0	1,584	1,584
Policy Formulation	30	0	0	30	0	3,395	3,395
Bureau Direction	30	0	0	30	0	3,395	3,395
Training Services	35	0	0	35	0	0	0
Security Training	35	0	0	35	0	0	0
Total	731	122	0	853	119,091	96,539	215,630

D&CP – BUREAU OF DIPLOMATIC SECURITY

Staff by Domestic Organization Unit (positions)

Bureau of Diplomatic Security	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Director for International Programs	0	2	2
Assistant Director for Training	0	1	1
Assistant Secretary for Diplomatic Security	12	3	362
Deputy Assistant Secretary for Countermeasures	0	3	3
Deputy Assistant Secretary for Diplomatic Security Service	8	367	8
Executive Director	14	7	7
Office of Accreditation and Certification	18	9	9
Office of Administration	28	14	14
Office of Antiterrorism Assistance Programs	34	17	10
Office of Chief Technology Office	28	14	14
Office of Diplomatic Courier Service	30	15	8
Office of Domestic Facilities Protection	28	14	14
Office of Facility Protection Operations	18	9	9
Office of Field Office Management	54	20	20
Office of Information Security	28	14	20
Office of Intelligence & Threat Analysis	32	17	17
Office of International Law Enforcement Center	16	8	8
Office of Investigations & Counterintelligence	20	10	13
Office of Mobile Security Deployment	39	20	20
Office of Personnel Security/Suitability	40	20	31
Office of Physical Security Programs	39	20	41
Office of Policy and Strategic Planning	22	11	11
Office of Protection	40	20	18
Office of Regional Operations	50	25	15
Office of Security Technology	39	20	25
Office of Special Programs and Coordination	26	13	13
Office of Training and Performance Support	64	34	14
Public Affairs Staff	8	4	4
Total	735	731	731

D&CP – BUREAU OF DIPLOMATIC SECURITY

Funds by Domestic Organization Unit

(\$ in thousands)

Bureau of Diplomatic Security	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Assistant Secretary for Diplomatic Security	214,929	212,129	215,630
Total	214,929	212,129	215,630

Staff by Post

(positions)

Bureau of Diplomatic Security	FY 2010 Actual			FY 2011 CR			FY 2012 Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
	Australia, Canberra	3	0	3	3	0	3	3	0
Bahrain, Manama Couriers	2	0	2	2	0	2	2	0	2
Belgium, Brussels	1	0	1	1	0	1	1	0	1
Bulgaria, Sofia	1	0	1	1	0	1	1	0	1
Canada, Ottawa	1	0	1	1	0	1	1	0	1
China, Beijing	1	0	1	1	0	1	1	0	1
Cote d'Ivoire, Abidjan	2	0	2	2	0	2	2	0	2
Cote d'Ivoire, Abidjan Couriers	1	0	1	1	0	1	1	0	1
Cuba, Havana	1	0	1	1	0	1	1	0	1
Finland, Helsinki	1	0	1	1	0	1	1	0	1
Finland, Helsinki Couriers	2	0	2	2	0	2	2	0	2
France, Paris	1	0	1	1	0	1	1	0	1
Germany, Frankfurt Couriers	41	0	41	36	0	36	36	0	36
Greece, Athens	3	0	3	3	0	3	3	0	3
Italy, Milan	1	0	1	1	0	1	1	0	1
Italy, Rome	1	0	1	1	0	1	1	0	1
Kazakhstan, Diplomatic Security (SEOP), Almaty	1	0	1	1	0	1	1	0	1
Kenya, Nairobi	2	0	2	2	0	2	2	0	2
Mexico, Mexico City	2	0	2	2	0	2	2	0	2
Morocco, Casablanca	1	0	1	1	0	1	3	0	3
Philippines, Manila	4	0	4	5	0	5	5	0	5
Poland, Warsaw	1	0	1	1	0	1	1	0	1
Romania, Bucharest	1	0	1	1	0	1	1	0	1
Russia, Moscow	3	0	3	3	0	3	3	0	3

D&CP – BUREAU OF DIPLOMATIC SECURITY

Bureau of Diplomatic Security	FY 2010			FY 2011			FY 2012		
	Actual			CR			Request		
	Amer	FSN	Total	Amer	FSN	Total	Amer	FSN	Total
South Africa, Pretoria Couriers	5	0	5	6	0	6	6	0	6
South Korea, Seoul Couriers	5	0	5	6	0	6	6	0	6
Switzerland, Geneva	1	0	1	5	0	5	3	0	3
Thailand, Bangkok Couriers	19	0	19	21	0	21	21	0	21
United Arab Emirates, Abu Dhabi	8	0	8	8	0	8	8	0	8
United Kingdom, London	1	0	1	1	0	1	1	0	1
Uruguay, Montevideo	1	0	1	1	0	1	1	0	1
Total	118	0	118	122	0	122	122	0	122

Funds by Object Class

(\$ in thousands)

Bureau of Diplomatic Security	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	69,505	69,907	71,536
1200 Personnel Benefits	27,034	26,632	27,539
2500 Other Services	118,390	115,590	116,555
Total	214,929	212,129	215,630

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D&CP – TECHNICAL SUPPORT WORKING GROUP

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	3,143	3,143	3,106

Program Description

The U.S. Government response to terrorism features extensive interagency and international efforts to develop and deploy technologies for first responder, military, law enforcement, and intelligence personnel at the federal, state, and local level. The Office of the Coordinator for Counterterrorism and the Department of Defense co-chair the interagency Technical Support Working Group (TSWG), which rapidly develops a broad range of novel technologies to counter advances in terrorists' methods and technical capabilities. Annual funding supports the Department's contribution and leverages additional interagency investments in TSWG technology development activities, including cooperative international research and development activities to enhance capabilities across the counterterrorism mission space. Technology developed by the TSWG is extensively deployed domestically and overseas.

TSWG priorities are to:

- Identify, prioritize, and satisfy interagency and international technology and equipment capability requirements to support enhanced intelligence collection, law enforcement, and operations against terrorist activities and capabilities;
- Develop technologies to detect and combat terrorist use of explosives and other materials that can be used to produce mass casualties, especially chemical, biological, radiological and nuclear materials;
- Enhance physical security capabilities, especially intruder detection, infrastructure protection, and blast mitigation countermeasures;
- Expand cooperative counterterrorism research and development projects with long-term foreign partners.

Justification of Request

The Department's FY 2012 request of \$3.106 million for the TSWG reflects a decrease of \$37,000 below the FY 2010 Actual level, which includes \$32,000 for domestic inflation, and efficiency cost savings adjustment of \$69,000. The request will support the increased pace of program activities for the Technical Support Working Group (TSWG), specifically oversight of and funding for additional cooperative Research and Development activities with five TSWG foreign partner nations (the UK, Canada, Australia, Israel, and Singapore), as well as expansions in the National Combating Terrorism Research and Development Program. This request accounts for an increase in the number of technical and science-related initiatives associated with the U.S. Government's counterterrorism policy and program formulation as directed by the National Security Council (NSC).

D&CP – TECHNICAL SUPPORT WORKING GROUP

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	3,143	0	3,143
FY 2011 CR	0	0	0	0	0	3,143	0	3,143
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(69)	0	(69)
Domestic Inflation	0	0	0	0	0	32	0	32
Total Built-in Changes	0	0	0	0	0	(37)	0	(37)
FY 2012 Current Services	0	0	0	0	0	3,106	0	3,106
FY 2012 Request	0	0	0	0	0	3,106	0	3,106

Funds by Program Activity

(\$ in thousands)

Technical Support Working Group	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Counter-Terrorism Programs	3,143	3,143	3,106
Total	3,143	3,143	3,106

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Counter-Terrorism Programs	0	0	0	0	3,106	0	3,106
Total	0	0	0	0	3,106	0	3,106

D&CP – TECHNICAL SUPPORT WORKING GROUP

Funds by Domestic Organization Unit

(\$ in thousands)

Technical Support Working Group	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Other Office of the Secretary-CT-INS	3,143	3,143	3,106
Total	3,143	3,143	3,106

Funds by Object Class

(\$ in thousands)

Technical Support Working Group	FY 2010 Actual	FY 2011 CR	FY 2012 Request
2500 Other Services	3,143	3,143	3,106
Total	3,143	3,143	3,106

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D&CP – BUREAU OF INFORMATION RESOURCE MANAGEMENT

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	548	591	592
Funds	270,871	270,621	274,951

Program Description

Information technology (IT) is critical to the Department of State's diplomatic mission. The Bureau of Information Resource Management (IRM) supports the effective and efficient creation, collection, processing, transmission, dissemination, storage, and disposition of information required to formulate and execute U.S. foreign policy and manage the Department's daily operations, including consular services. The information needs of the President, the Secretary of State, the Department and its overseas missions, and approximately 40 other governmental organizations working in U.S. diplomatic missions overseas drive the operations of IRM. Carrying out U.S. foreign policy in an increasingly interdependent, rapidly changing, and information-intensive environment presents new challenges. To meet these challenges, the Department needs secure modern technology to: 1) Provide timely and accurate information, 2) Tools to analyze this information, and 3) The means to disseminate this information throughout the foreign affairs community. The function of IRM is to provide these tools and support the conduct of U.S. diplomacy in the information age. The IRM program includes the following major activities:

Corporate Information Systems

IRM supports worldwide systems and applications for the purposes of information sharing and collaboration. These include core foreign affairs systems which support the Secretary and principal officers.

Information Technology Infrastructure

To meet the needs of all diplomatic and consular missions overseas, IRM provides worldwide IT infrastructure systems including: 1) Secure telecommunications with Washington, D.C., 2) Data processing, communication, and message centers at Headquarters and abroad, 3) Mail and pouch services, 4) Special communications support for the Secretary and White House at meetings abroad, and 5) Voice services via telephone and radio.

Information Management Services

IRM supports the Department's information management activities. These responsibilities include: 1) Providing data administration and desktop and server maintenance and support, 2) Conducting information management planning activities, 3) Developing Department-wide IT policies and standards, and 4) Coordinating the establishment of technology priorities through the IT Strategic Plan and the governance structure compliant with the Information Technology Management Reform Act.

Knowledge Management (KM) and Social Networking Tools

IRM brings together a range of tools and methods for creating, packaging, and sharing information throughout the Department and with external partners and audiences worldwide. A key initiative of this priority is the State Messaging Archive and Retrieval Toolset (SMART) which delivers a simple, secure, and user-driven system to support the conduct of diplomacy through modern messaging, dynamic archiving, and information sharing. SMART consolidates legacy cables (telegrams), memoranda, and

D&CP – BUREAU OF INFORMATION RESOURCE MANAGEMENT

email on a single end-user platform. Archive documents are accessible to users through interest profiling and a sophisticated search engine, and cross-enclave access to archive documents is provided.

The Department has begun to employ KM and Social Networking tools and concepts in its business operations. For example Diplopedia, is used as a Department-wide source of information about a wide range of foreign affairs issues. The intent is to expand the Department’s use of social networking and KM to enhance the effectiveness, efficiency, and quality of life of the diplomat, working in conjunction with the Bureau of Diplomatic Security to balance information sharing with appropriate security controls.

IT Security

IRM’s approach to IT security is to ensure effective control while allowing for the rapid adoption and broad use of new technology. The Department’s goal is to enable access to information and systems, secure internal and external collaboration, and comprehensive business continuity plans that can be relied upon in the event of a terrorist or other attack, natural disaster, or catastrophic failure.

Staff Skills

IRM works with the Department’s Foreign Service Institute (FSI) to enhance the skill base of the Department’s IT staff to ensure that end-users have the adequate training necessary to use new IT tools, systems, and information. IT staff will focus on ensuring that the Department promotes continuous innovation in the use of IT to support the diplomatic mission. IRM will also focus on enhancing the skills and responsibilities of the Department’s IT staff to enable them to play a higher-level consultative role in helping end-users exploit modern technology.

Performance

The Department’s Data Center Consolidation initiative facilitates continuity of operations, strengthens security and risk management of data and infrastructure, creates operational efficiencies, and leverages technical and geographic standardization. The initiative allows IRM to offer infrastructure, platform and application services to stakeholders in a manner that contains costs while leveraging cloud computing. This indicator measures the percentage of the Department’s primary Data Centers migrated, closed, or consolidated into two primary and two specialized data centers.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Information Technology					
Indicator	NEW APP INDICATOR: Percentage of the Department’s eleven primary datacenters migrated, closed, or consolidated into two primary and two specialized data centers					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
None	None	None	0 percent [Baseline]	[Baseline Year]	55 percent	66 percent
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating			
Impact	With this new program in FY 2010, the Department has made tangible progress in facilitating continuity of operations, strengthening security and risk management of data and infrastructure, creating operational efficiencies, and leveraging technical and geographic standardization by migrating significant numbers of existing infrastructure and systems to the target one of the primary data centers.					

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Methodology	The Department identified existing primary datacenters and then established sites, scope and schedules for migration, closure and consolidation within the Federal Data Center Consolidation (FDCC) plan to serve as a baseline Department-wide consolidation strategy. This plan will be used to measure success towards this indicator.
Data Source and Quality	The Department's FY 2010 FDCC plan, which delineates the current schedule through FY 2015 and is updated quarterly based on results. Data quality is based on FDCC plan reporting. Data quality assessment revealed no significant data limitations.

The Department’s initiative to convert its physical servers into “virtual” servers increases its computing capability in order to meet high user demand while containing costs, consumption of electricity and its CO2 footprint. This indicator measures the percentage of the Department’s physical servers virtualized.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Information Technology					
Indicator	NEW APP INDICATOR: Meet increased computing demands and improves energy efficiency through an increased percentage of relevant Department servers virtualized and cloud computing efforts.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	0 percent [Baseline] New Indicator, No Rating	[Baseline year]	25 percent	40 percent
Impact	This program was new in FY 2010. IRM expects the future impacts gained by this initiative to be efficiencies in cost, electricity consumption, and CO2 footprint. The specific impacts achieved in FY 2011 will be determined by calculating energy savings and CO2 reduction based on published annual Department of Energy (DOE) formulas and the percent of relevant Department servers that are virtualized.					
Methodology	Track and report on server virtualization progress across to IRM and other stakeholders programs.					
Data Source and Quality	IRM provides a report of what can be virtualized and is virtualized on an annual basis from its operational programs. Obtained from operational programs. Data quality assessment revealed no significant data limitations.					

Justification of Request

The Department’s FY 2012 request of \$274.951 million for the Bureau of Information Resources Management includes increases to maintain current services. A net increase of \$3.861 million for inflation reduced by efficiency savings such as contracting, travel, printing and supplies will maintain the FY 2010 level of activity. The additional 43 civil service positions from DTS-PO in FY 2011 will be funded from existing resources in order to develop an appropriate balance of the U.S. Government and contract expertise, in accordance with the Quadrennial Diplomacy and Development Review (QDDR), which states: “Within IRM, a close examination of effectiveness and efficiency is needed due to a longstanding reliance on contractors.”

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American Direct Hire Positions: \$219,000 including 1 position

The additional Foreign Service position will further IRM efforts to strategically place positions to maximize IT support to the increased staffing in the Department worldwide.

Resource Summary

	Positions				Pos Total	Funds (\$ in thousands)		
	American			FSN		Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	375	172	1	0	548	212,901	57,970	270,871
FY 2011 CR	418	172	1	0	591	212,651	57,970	270,621
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(4,666)	0	(4,666)
Domestic Inflation	0	0	0	0	0	8,777	0	8,777
Total Built-in Changes	0	0	0	0	0	4,111	0	4,111
FY 2012 Current Services	418	172	1	0	591	216,762	57,970	274,732
FY 2012 Program Changes								
New Position	0	1	0	0	1	93	126	219
Total Program Changes	0	1	0	0	1	93	126	219
FY 2012 Request	418	173	1	0	592	216,855	58,096	274,951

Staff by Program Activity (positions)

Bureau of Information Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	548	591	592
Infrastructure Systems	548	591	592
Total	548	591	592

D&CP – BUREAU OF INFORMATION RESOURCE MANAGEMENT

Funds by Program Activity (\$ in thousands)

Bureau of Information Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Information Resource Management	270,871	270,621	274,951
Infrastructure Systems	270,871	270,621	274,951
Total	270,871	270,621	274,951

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American Domestic	Overseas	FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Information Resource Management	591	1	0	592	216,855	58,096	274,951
Infrastructure Systems	591	1	0	592	216,855	58,096	274,951
Total	591	1	0	592	216,855	58,096	274,951

D&CP – BUREAU OF INFORMATION RESOURCE MANAGEMENT

Staff by Domestic Organization Unit (positions)

Bureau of Information Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Chief Information Officer	23	23	23
Deputy CIO for Business, Planning, and Customer Service	3	6	3
Deputy CIO for Operations	8	8	8
Director Customer Service	3	3	3
Director E-Diplomacy	38	38	45
Director Enterprise Network Management	40	40	40
Director Information Assurance	25	25	35
Director Infrastructure	81	80	84
Director Messaging	145	181	149
Director Program Management and Analysis	6	6	8
Director Systems Integration	87	87	87
Governance, Resource, and Performance Management	32	32	34
Project Services Office	6	11	14
Regional Information Centers	28	28	28
Strategic Planning office	23	23	31
Total	548	591	592

D&CP – BUREAU OF INFORMATION RESOURCE MANAGEMENT

Funds by Domestic Organization Unit (\$ in thousands)

Bureau of Information Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Chief Information Officer	21,891	24,029	23,843
Deputy CIO for Business, Planning, and Customer Service	1,032	450	539
Deputy CIO for Operations	769	704	769
Director Customer Service	9,744	1,477	1,559
Director E-Diplomacy	4,789	4,721	8,244
Director Enterprise Network Management	78,215	91,110	85,729
Director Information Assurance	1,853	1,256	3,669
Director Infrastructure	38,633	22,773	42,409
Director Messaging	54,367	54,657	49,970
Director Program Management and Analysis	10,601	11,436	2,803
Director Systems Integration	37,530	44,365	33,665
Governance, Resource, and Performance Management	5,069	4,682	6,115
Project Services Office	1,750	1,785	2,983
Regional Information Centers	2,122	2,122	5,071
Strategic Planning office	2,506	5,054	7,583
Total	270,871	270,621	274,951

Funds by Object Class (\$ in thousands)

Bureau of Information Resource Management	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	47,235	50,072	51,336
1200 Personnel Benefits	14,109	13,993	12,859
2100 Travel & Trans of Persons	7,137	7,500	6,506
2200 Transportation of Things	4,317	4,536	4,536
2300 Rents, Comm & Utilities	5,034	7,054	29,201
2500 Other Services	118,243	105,417	88,464
2600 Supplies and Materials	10,508	13,851	13,851
3100 Personal Property	64,288	68,198	68,198
Total	270,871	270,621	274,951

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D&CP – OFFICE OF FOREIGN MISSIONS

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	4,177	4,177	8,336

Program Description

The Office of Foreign Missions (OFM) was established pursuant to the Foreign Missions Act of 1982. Its primary missions are to:

- Facilitate relations between the United States and foreign governments;
- Protect the national security and other interests of the U.S.;
- Assist in resolving disputes affecting U.S. interests involving a foreign mission or sending state;
- Encourage members of foreign missions and international organizations with diplomatic immunity to respect local law;
- Advocate for better treatment of U.S. diplomatic missions and personnel abroad;
- Ensure the application of reciprocity to the benefits and services accorded foreign diplomatic missions in the U.S. and assist such missions in addressing local legal requirements and working with local officials; and
- Serve foreign diplomats by operating programs for diplomatic motor vehicles, tax, customs, property, and travel and ensure appropriate benefits and services to the foreign mission community in the United States on a reciprocal basis.

Foreign Tax Relief Agreements

OFM aggressively pursues arrangements for the relief of foreign taxes imposed on U.S. diplomatic and consular missions worldwide. OFM leads negotiations for tax-relief arrangements for the Department's foreign diplomatic operations, with an emphasis on high cost capital construction projects under the Capital Security Cost Sharing Program. Since FY 2005, OFM's efforts have led to the establishment of roughly 50 construction tax-relief arrangements which are expected to yield an estimated cost savings in excess of \$330 million. In FY 2012 OFM will negotiate construction tax-relief arrangements to cover the overseas construction projects scheduled for award. OFM resources are used to achieve maximum benefit for the Department's tax-relief requirements.

Services for the Foreign Diplomatic, Consular, U.N. and International Agency Communities in the U.S.

OFM provides a wide variety of services to thousands of diplomats and staff at more than 170 Embassies, 200 UN missions, and 700 foreign consulates nationwide. OFM also provides critical support to the Secretary of State's Office of the Chief of Protocol (S/CPR), which enabled that office to process approximately 50,000 accreditations for members of the foreign diplomatic community and international organizations in the U.S. With requested funding, OFM will enhance its ability to provide reciprocal services as described above, which benefits U.S. Government operations abroad.

D&CP – OFFICE OF FOREIGN MISSIONS

The Office of Foreign Missions Information System (TOMIS)

This critically important system collects and transmits valuable information and service requests from foreign embassies, UN missions, and international organizations using e-Government (paperless) technology throughout the government to appropriate agencies. System upgrades will support additional business processes that are currently paper-based thus simplifying administration of the data and, most importantly, providing faster and more reliable access to critical data for the broad and growing OFM user community. This user community encompasses an array of federal, state, and local law enforcement and security entities which must rely on and make use of the TOMIS data. On a 24/7/365 basis, OFM's TOMIS database provides support to OFM duty officers and the Diplomatic Security Command Center, as a vitally important tool to respond to official and law enforcement inquiries involving the foreign diplomatic community resident in the United States.

Federal Income Tax Withholdings and Compliance

OFM continues to identify information sharing opportunities that support other government agencies. In FY 2012, OFM information will allow the Internal Revenue Service to increase the compliance efforts with regard to locally engaged staff members of foreign missions in the United States who are required to comply with federal and state income tax filing requirements. The cooperation between OFM and the IRS is expected to further increase the rate of compliance by such individuals through consistent enforcement and heightened awareness and understanding of the relevant federal, state and local income tax laws.

Import Clearance for Foreign Missions

In accordance with the Safe Port Act of 2006 and the Foreign Missions Act, OFM continues to work with representatives of the Bureau of Customs and Border Protection to implement a single electronic portal through which OFM collects and distributes information associated with the clearance of imports consigned to foreign missions, international organizations and their members in the United States. The system must adhere to OMB requirements for Service Component Based Architecture and will allow OFM to achieve the requirements defined in the Federal Enterprise Architecture and the Joint Enterprise Architecture.

OFM Regional Offices – Foreign Mission Community (exclusive of Washington, D.C.)

The Office of Foreign Missions includes six regional offices located in New York, Chicago, Los Angeles, San Francisco, Houston, and Miami. Regional Offices extend the Department's reach to local and state governmental partners as well as serve the growing consular and international community outside Washington through the OFM programs of property, tax exemption, importation/customs clearance, travel restrictions, and motor vehicles. Local partnerships established by Regional Offices benefit both the Department and the U.S. Government as a whole. An as example, in 2009 Chicago was placed in the top 5 cities that may host the 2016 Olympics. The City of Chicago was interested in providing smooth and hassle free diplomatic and consular VIP travel through O'Hare Airport to showcase the exceptional service provided to the international community. The Chicago OFM Regional Office brokered several meetings and discussions with U.S. Department of Homeland Security, City of Chicago, and the Bureau of Consular Affairs that resulted in an agreement to facilitate this program at O'Hare Airport. The diverse and increasing responsibilities of Regional Offices have grown in past years. There may also be an extension of responsibilities to the Regional Offices in the case of an emergency that affects regional or national foreign missions.

D&CP – OFFICE OF FOREIGN MISSIONS

Outreach

The Office of Foreign Missions establishes and maintains professional liaison relationships with a variety of U.S. law enforcement and security entities at the federal, state, and local levels. OFM seeks to expand its law enforcement outreach program work in FY 2012 to educate these entities on OFM's programs as well as on diplomatic privilege and immunity issues. These outreach and training seminars are often carried out in conjunction with other representatives from the DS Bureau, the Bureau of Consular Affairs, and the Office of Protocol.

TSA Screening Courtesies

As an advocate for reciprocal agreements, OFM presses for the fair treatment of U.S. missions and personnel abroad, while assuring foreign missions and their member resident in the United States receive the same treatment that their respective governments provide in return to U.S. diplomats abroad. In coordination with the Transportation Security Administration, the Office of Foreign Missions manages the VIP airport screening exemption program throughout the United States.

Motor Vehicle Compliance

OFM's Motor Vehicle Office, pursuant to the Foreign Missions Act of 1982 and the 1978 Diplomatic Relations Act, ensures that diplomats and foreign missions carry federally mandated high levels of liability insurance while also addressing the problems that arise with diplomats who commit motor vehicle infractions, but whose immunity prevents them from being subject to the jurisdiction of U.S. courts. OFM performs this critical function to protect public safety throughout the U.S. and it is severely understaffed.

In addition, this office ensures that U.S. missions abroad enjoy important and reciprocally balanced motor vehicle privileges and treatment. OFM is working to build upon the highly successful introduction of a more secure diplomatic license plate by designing and launching a new Department of State Drivers' License. This license will substantially comply with the implementing regulations for the REAL ID Act of 2005, and thereby meet critically important Department of Homeland Security equities.

Custodial Properties

In accordance with the Vienna Conventions on Diplomatic and Consular Relations, the Office of Foreign Missions has the responsibility to protect and preserve diplomatic and consular properties of foreign governments with which the United States has severed diplomatic relations. OFM is also the designated custodian of 11 Iranian diplomatic and consular properties throughout the United States. Over the years OFM has had custody of properties belonging to the governments of Cambodia, Iran, Iraq, Somalia, Vietnam, and the former Yugoslavia. OFM's superior care of these properties has greatly benefited the Department when relations have been restored. In the case of Vietnam, for example, when relations were restored the superior condition of its former chancery in the United States stood in marked contrast to the condition of the Department's diplomatic properties in Vietnam and, as a result, the Department was able to negotiate a favorable property settlement.

Justification of Request

The FY 2012 request of \$8.366 million reflects a regularization of \$4.231 million in base level operational funding for security programs previously funded by reimbursements from other agencies.

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The request includes an efficiency savings reduction of \$92,000 and domestic inflation increase of \$20,000.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	4,177	0	4,177
FY 2011 CR	0	0	0	0	0	4,177	0	4,177
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(92)	0	(92)
Domestic Inflation	0	0	0	0	0	20	0	20
Total Built-in Changes	0	0	0	0	0	(72)	0	(72)
FY 2012 Current Services	0	0	0	0	0	4,105	0	4,105
FY 2012 Program Changes								
Base Transfer Security Program	0	0	0	0	0	4,231	0	4,231
Total Program Changes	0	0	0	0	0	4,231	0	4,231
FY 2012 Request	0	0	0	0	0	8,336	0	8,336

Funds by Program Activity

(\$ in thousands)

Office of Foreign Missions	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	2,662	2,840	5,235
Bureau Direction	2,662	2,840	5,235
Domestic Administrative Support	374	292	559
Bureau Direction	374	292	559
Information Resource Management	1,060	961	2,226
Office Automation	1,060	961	2,226
Policy Formulation	81	84	316
Political Affairs	81	84	316
Total	4,177	4,177	8,336

D&CP – OFFICE OF FOREIGN MISSIONS

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Conduct of Diplomatic Relations	0	0	0	0	5,235	0	5,235
Bureau Direction	0	0	0	0	5,235	0	5,235
Domestic Administrative Support	0	0	0	0	559	0	559
Bureau Direction	0	0	0	0	559	0	559
Information Resource Management	0	0	0	0	2,226	0	2,226
Office Automation	0	0	0	0	2,226	0	2,226
Policy Formulation	0	0	0	0	316	0	316
Political Affairs	0	0	0	0	316	0	316
Total	0	0	0	0	8,336	0	8,336

Funds by Domestic Organization Unit

(\$ in thousands)

Office of Foreign Missions	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Chicago Field Office	197	242	476
Houston Field Office	213	209	510
Los Angeles Field Office	268	226	551
Miami Field Office	228	188	449
New York Field Office	318	297	726
Office of Information Management	1,131	990	2,412
Office of Property, Taxes, Services, and Benefits	368	297	820
Office of Vehicles, Tax, Customs	861	627	1,310
Office of the Deputy Assistant Secretary	382	889	585
San Francisco Field Office	211	212	497
Total	4,177	4,177	8,336

D&CP – OFFICE OF FOREIGN MISSIONS

Funds by Object Class

(\$ in thousands)

Office of Foreign Missions	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	1,741	1,793	3,963
1200 Personnel Benefits	627	645	1,394
2100 Travel & Trans of Persons	89	99	187
2500 Other Services	1,603	1,481	2,552
2600 Supplies and Materials	117	159	240
Total	4,177	4,177	8,336

D&CP – POST ASSIGNMENT TRAVEL

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	193,769	193,769	195,729

Program Description

Post Assignment Travel (PAT) supports the Department's worldwide change of station costs, travel, and transportation costs, and training per diem. This function is crucial to staffing overseas missions with competent, trained personnel and ensuring effective management of human resources. The Post Assignment Travel function supports the Department's mission in the following key areas:

Permanent Change of Station (PCS)

The majority of funds will be used for travel of employees and eligible family members, shipment of household effects and privately-owned vehicles, and placement of household effects into storage and continuing storage of effects. Except for travel funded by other appropriations, this account funds all allowable appointment, transfer, home leave, and separation travel for both the Foreign Service and the Civil Service. Tours of duty are generally three or four years at most overseas posts and one or two years at posts with extreme hardship conditions. While costs vary widely from post to post, the average cost per PCS is \$35,000.

Training Per Diem

Per diem is provided for employees while in extended training at the National Foreign Affairs Training Center. The training which these per diem payments will support prepares Foreign Service officers and Specialists for their next overseas assignments. Employees can receive per diem for up to two years while studying difficult languages at the Foreign Service Institute.

Justification of Request

The FY 2012 request of \$195.7 million for PAT is a net increase of \$2 million over the FY 2010 Actual level. The request includes an increase of \$362,000 to maintain current services and a decrease of \$4.3 million for administrative savings for costs associated with the travel and transportation of persons and things, advisory contracts and supplies. An increase of \$5.9 million is requested to support the permanent change of station requirements for newly hired Foreign Service personnel to ensure timely deployment of personnel, their families and their personal effects.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	0	0	0	0	0	193,769	0	193,769
FY 2011 CR	0	0	0	0	0	193,769	0	193,769
FY 2012 Built-in Changes								

D&CP – POST ASSIGNMENT TRAVEL

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
Efficiency Savings	0	0	0	0	0	(4,252)	0	(4,252)
Domestic Inflation	0	0	0	0	0	60	0	60
Overseas Price Inflation	0	0	0	0	0	302	0	302
Total Built-in Changes	0	0	0	0	0	(3,890)	0	(3,890)
FY 2012 Current Services	0	0	0	0	0	189,879	0	189,879
FY 2012 Program Changes								
PCS for New FS Positions	0	0	0	0	0	5,850	0	5,850
Total Program Changes	0	0	0	0	0	5,850	0	5,850
FY 2012 Request	0	0	0	0	0	195,729	0	195,729

Funds by Program Activity (\$ in thousands)

Post Assignment Travel	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Post Assignment Travel	193,769	193,769	195,729
Total	193,769	193,769	195,729

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
Domestic	Overseas						
Post Assignment Travel	0	0	0	0	195,729	0	195,729
Total	0	0	0	0	195,729	0	195,729

D&CP – POST ASSIGNMENT TRAVEL

Funds by Domestic Organization Unit

(\$ in thousands)

Post Assignment Travel	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Other Post Assignment Travel	193,769	193,769	195,729
Total	193,769	193,769	195,729

Funds by Object Class

(\$ in thousands)

Post Assignment Travel	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1200 Personnel Benefits	13,564	13,564	13,904
2100 Travel & Trans of Persons	48,442	48,442	49,659
2200 Transportation of Things	104,635	104,635	104,357
2300 Rents, Comm & Utilities	15,502	15,502	15,891
2500 Other Services	11,626	11,626	11,918
Total	193,769	193,769	195,729

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D&CP – OFFICE OF POPULATION AND INTERNATIONAL MIGRATION

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	731	731	668

Program Description

The Bureau of Population, Refugees and Migration (PRM) coordinates U.S. policies related to international population policy and diplomacy. PRM takes the lead in the Department, in collaboration with other bureaus, the Ambassador at Large for Global Women’s Issues, and the U.S. Agency for International Development (USAID), to accomplish the Administration’s goals related to population, family planning, and reproductive health. The Bureau coordinates closely with other bureaus and agencies to determine foreign assistance funding levels for multilateral organizations involved with population programs, primarily the U.N. Population Fund (UNFPA). PRM’s Office of Population and International Migration also works to align UNFPA priorities and programs with the goals expressed in the President’s Global Health Initiative. Funding to support bilateral international family planning activities is in the Child Survival and Health Programs and other foreign operations accounts administered by USAID.

Through PRM, the U.S. Government advocates for international programs to enhance maternal and child health, promote family planning, and reduce the issue of abortion and provides policy analysis on demographic issues such as population aging. The U.S. Government promotes the principles embodied in the Program of Action adopted at the 1994 International Conference on Population and Development. These include human rights, gender equality, strong families, care and protection of children, the right of all couples and individuals to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so, and universal access to family planning and reproductive health care and services.

PRM works to prepare U.S. delegations to international meetings and conducts bilateral negotiations in support of these principles. PRM has the lead in representing the U.S. Government on the UNFPA Executive Board as well as the U.N. Commission on Population and Development (CPD). The Bureau conducts outreach and dialogue with officials of governments, NGOs, and other organizations engaged with population, family planning and reproductive health matters.

This Diplomatic and Consular Programs account funds the operating expenses, salaries and benefits for staff who work on population issues in PRM.

Justification of Request

The Department coordinates U.S. policies related to international population issues and promotes goals in the joint State/USAID Strategic Plan. PRM provides leadership in furthering the U.S. Government goal of promoting healthy and educated populations. The Bureau serves as the Department’s central point of contact for policy guidance relating to population, particularly on reproductive and sexual health and demographic analysis. PRM works with other Department offices and U.S. Government agencies to ensure that language regarding population issues in documents adopted in multilateral fora, including the

D&CP – OFFICE OF POPULATION AND INTERNATIONAL MIGRATION

UN, is consistent with U.S. Government policy. PRM participates in the development of policy associated with maternal and reproductive health in the Millennium Development Goals. PRM plays a lead role in implementing President’s decision to work with Congress to restore U.S. financial support for the UNFPA. It also works closely with USAID to implement the President’s decision to reduce unintended pregnancies and promote safe motherhood by rescinding the Mexico City Policy that placed unnecessarily broad restrictions on international family planning assistance.

The FY 2012 budget request of \$668,000 supports ongoing operations for the Office of Population and International Migration in the Bureau of Population, Refugees, and Migration. This request reflects reductions of \$63,000 in support of the Administration’s Administrative Efficiencies Plan.

Resource Summary

	Positions				Pos Total	Funds (\$ in thousands)		
	American		Overseas	FSN		Bureau Managed	American Salaries	Funds Total
	CS	FS Dom						
FY 2010 Actual	0	0	0	0	0	731	0	731
FY 2011 CR	0	0	0	0	0	731	0	731
FY 2012 Built-in Changes								
Staffing Efficiency Gains	0	0	0	0	0	(63)	0	(63)
Total Built-in Changes	0	0	0	0	0	(63)	0	(63)
FY 2012 Current Services	0	0	0	0	0	668	0	668
FY 2012 Request	0	0	0	0	0	668	0	668

Funds by Program Activity (\$ in thousands)

Office of Population and International Migration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Domestic Administrative Support	731	0	0
Policy Formulation	0	731	668
Total	731	731	668

**D&CP – OFFICE OF POPULATION AND INTERNATIONAL
MIGRATION**

Program Activities

Population, Refugees, and Migration	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Policy Formulation	0	0	0	0	668	0	668
Total	0	0	0	0	668	0	668

Funds by Object Class

(\$ in thousands)

Office of Population and International Migration	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	549	549	506
1200 Personnel Benefits	150	150	140
2100 Travel	32	32	22
Total	731	731	668

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D&CP – INTERNATIONAL CRIMINAL JUSTICE

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	10	10	10
Funds	985	985	985

Program Description

The Office of Anti-Crime Programs (INL/C), located in the Bureau of International Narcotics and Law Enforcement Affairs (INL), coordinates policy and programs to combat a range of transnational crime and other illicit threats to U.S. national security interests including: money laundering and terrorist financing; alien smuggling; intellectual property theft; cyber-crime and cyber security; kleptocracy; and corruption. INL/C is also responsible for administering the International Law Enforcement Academies (ILEAs) and drug demand reduction programs. Anti-crime programs include providing law enforcement training, technical assistance, and procurement of equipment when determined to be in the strategic interest of the U.S. INL/C provides training, technical assistance, and contributions to several multilateral organizations that focus on developing and advancing the implementation of international criminal control norms at the global, regional, and national levels.

The Diplomatic and Consular Programs account funds the salaries and benefits for ten INL/C staff. Program funding is provided through annual Foreign Operations appropriations.

In the area of money laundering and financial crimes, INL/C continues to maintain multilateral and regional organizations, including the Financial Action Task Force (FATF), Eurasian Group on Combating Money Laundering and the Financing of Terrorism, and support to FATF-Style Regional Bodies (FSRBs) in their efforts to implement and seek adherence to international standards. INL/C supports regional mentors in Asia and Africa, and the Pacific Island Anti-Money Laundering Program, via contributions to the Organization of American States (OAS) and United Nations (UN) (Global Program Against Money Laundering). INL/C provides direct support for a bilateral program in Cameroon and development of a FSRB in the region and to combat illicit finance networks in West Africa.

INL/C supports alien smuggling and border security programs through contributions to the OAS Counter-Terrorism Committee for activities in the Western Hemisphere. INL/C also works closely with the Department of Homeland Security to deliver training programs and technical assistance to identify fraudulent documents and methods of moving large quantities of cash and undocumented individuals across international borders. In FY 2012, INL/C plans to increase its involvement in border security programs outside the Western Hemisphere, particularly in Asia and Africa.

INL/C addresses intellectual property rights theft by supporting training and technical assistance projects focusing on priority countries to further foreign policy interests and coordinating with private industry to avoid duplicating efforts to address intellectual property crime, particularly ones involving copyrights, patents, and trademarks. In the area of cyber crime, INL/C supports improvements in foreign law enforcement capabilities to identify, investigate, and successfully prosecute the growing misuse of information technologies.

D&CP – INTERNATIONAL CRIMINAL JUSTICE

INL/C continues U.S. leadership on anti-corruption issues by implementing the UN Convention against Corruption provisions and supporting Presidential leadership as the United States assumes the Asia Pacific Economic Cooperation (APEC) Chair, including funding and hosting workshops and advancing a proposed high-level APEC Leaders' Initiative on the President's anti-corruption initiatives. INL/C continues to combat kleptocracy around the world including various congressional and presidential mandates on denying visas to kleptocrats. INL/C participates in multilateral anti-corruption monitoring mechanisms, and sustains multilateral anticorruption efforts in the Middle East, Africa, and Central Asia.

To combat transnational organized crime, INL/C is an active participant in international and regional organizations devoted to promoting international standards, enhancing law enforcement and prosecutorial capacities, and mutual cooperation. INL/C supports the UN's Convention on Transnational Organized Crime, UN Office of Drugs and Crime, Interpol, OAS, APEC, the European Union, African Union, and partnerships across the Pacific and Atlantic to combat transnational crime and dismantle illicit networks.

INL/C supports sub-regional training that disseminates the latest science-based information and best practices on effective methods to prevent and reduce drug use and related violence. INL/C training targets cocaine abuse (especially crack addiction among juveniles), methamphetamine, and intravenous heroin abuse that lead to increased prevalence of HIV/AIDS, and rising adolescent drug use. Target sub-regions include Africa, South America, Russia/Eastern Europe, Southeast/Southwest Asia, and Central America/Mexico, addressing multiple threats of criminal gangs, drug cartels, and illegal drug use. In addition, INL/C demand reduction projects support model residential drug treatment programs for high-risk female youth in Latin America whose technology is now being disseminated worldwide, in addition to the development of critically-needed gender-sensitive curriculum and training assistance that address the unique needs of female addicts worldwide. Furthermore, projects maintain support for outreach and aftercare centers in volatile Muslim regions, especially Southeast/Southwest Asia and the Middle East. These centers are designed to reduce drug consumption whose proceeds are a potential source of terrorist financing and provide at-risk youth alternatives to radical or terrorist indoctrination centers. Projects support pilot drug intervention program for crack cocaine addicted children ages 7-8 in Latin America, in addition to development of relevant curriculum that addresses the challenging needs of young drug addicts. INL/C demand reduction projects support the enhancement of effective drug-free community coalition programs (in Mexico, Latin America, and Africa) that assist civil society/grassroots organizations in fighting illegal drugs. These public/private sector coalitions work towards reducing substance abuse among youth.

INL/C directs the ILEA program which advances U.S. interests by developing international cooperation and promoting social, political, and economic stability. To achieve these goals, the ILEAs provide training and technical assistance, support institution building, develop law enforcement capabilities, and foster U.S. law enforcement relationships with foreign counterparts to address common problems resulting from criminal activities. The requests support all the initiatives/programs as the traditional ILEAs, and projects that support the Shared Security Partnership (SSP) initiative. INL/C supports the work of the established ILEAs in Bangkok, Budapest, Gaborone, Roswell, San Salvador, and the continued development of new ILEA in Lima. ILEAs provide relevant, timely, and quality training to counter transnational criminal activities such as terrorism, financial crimes, organized crime, corruption, illegal narcotics, trafficking in person, and other emerging international criminal trends.

The SSP initiative is a multi-year, multi-agency initiative to address a wide array of existing threats to U.S. national security posed by terrorist organizations. INL/C supports the SSP in order to forge strategic partnerships for confronting common global extremist threats by strengthening law enforcement efforts, creating an infrastructure of information-sharing and coordination, and developing bilateral, regional, and global partnerships.

D&CP – INTERNATIONAL CRIMINAL JUSTICE

Justification of Request

The FY 2012 budget request of \$985,000 and 10 FTE for the ICJ maintains key programs and initiatives described above.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	10	0	0	0	10	0	985	985
FY 2011 CR	10	0	0	0	10	0	985	985
FY 2012 Current Services	10	0	0	0	10	0	985	985
FY 2012 Request	10	0	0	0	10	0	985	985

Staff by Program Activity

(positions)

International Criminal Justice	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Counter-Terrorism Programs	10	10	10
Total	10	10	10

Funds by Program Activity

(\$ in thousands)

International Criminal Justice	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Counter-Terrorism Programs	985	985	985
Total	985	985	985

D&CP – INTERNATIONAL CRIMINAL JUSTICE

Program Activities

International Criminal Justice (ICJ)	Positions			Funds (\$ in thousands)			
	American		FSN	Pos	Bureau	American	Funds
	Domestic	Overseas		Total	Managed	Salaries	Total
Counter-Terrorism Programs	10	0	0	10	0	985	985
Total	10	0	0	10	0	985	985

Staff by Domestic Organization Unit (positions)

International Criminal Justice	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Organized Crime Division	10	10	10
Total	10	10	10

Funds by Domestic Organization Unit (\$ in thousands)

International Criminal Justice	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Organized Crime Division	985	985	985
Total	985	985	985

Funds by Object Class (\$ in thousands)

International Criminal Justice	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	807	778	778
1200 Personnel Benefits	178	207	207
Total	985	985	985

D&CP – OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS

Resource Summary (\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	39	39	43
Funds	6,762	6,762	6,764

Program Description

The Office to Monitor and Combat Trafficking in Persons (G/TIP) was established in October 2001 pursuant to the Trafficking Victims Protection Act (TVPA) of 2000, and its subsequent reauthorizations. To fulfill its mission, G/TIP provides leadership and coordination within the United States Government as well as engages with foreign governments, civil society, and multilateral organizations to focus attention and devote resources to addressing human trafficking with the ultimate goal of eradicating this crime. G/TIP accomplishes this work by implementing mandates of the TVPA and its reauthorizations and promoting the prosecution of traffickers, protection of victims, prevention of trafficking in persons (TIP), and facilitation of partnerships worldwide.

G/TIP is responsible for: compiling and submitting the annual *Trafficking in Persons Report* to Congress on anti-human trafficking efforts of foreign governments; managing central anti-trafficking funds; advancing public awareness and advocacy in concert with non-governmental organizations (NGOs), international organizations, the Congress, and the media; coordinating and chairing an interagency process guiding U. S. Government anti-trafficking policy and programs; and working with multilateral organizations. In FY 2012, G/TIP will publish the twelfth annual TIP Report. In preparing the report, G/TIP engages with foreign governments and civil society organizations to focus attention on trafficking in persons and conduct assessments of each country's anti-trafficking efforts according to the minimum standards established in the TVPA. The 2010 TIP Report assessed 177 countries including, for the first time, an assessment of the United States. The goal of this report is not to punish but to spur governments to take action against Trafficking in Persons (TIP). The report's high credibility is based on tough, honest, and objective assessments of efforts made by governments to address and eradicate TIP. Countries included in the report are placed in one of four categories (Tier 1, Tier 2, Tier 2 Watch List, and Tier 3) based on the degree to which they comply or are making efforts to comply with the minimum standards set by TVPA, as amended. Beginning with the 2011 report, countries, which have been ranked on the Tier 2 Watch List for two consecutive years, will automatically fall to Tier 3 unless provided a waiver by the Secretary of State.

G/TIP currently manages 244 open grants. This totals more than \$86 million in foreign assistance funds that G/TIP oversees to combat TIP throughout the world. G/TIP staff prepare solicitations, organize interagency panel reviews of grant proposals, monitor ongoing projects, make monitoring and evaluation site visits to the field, and identify technical assistance and research needs. In FY 2012, the Department will award anti-trafficking grants amounting to approximately \$20.8 million in G/TIP-managed foreign assistance funding. In FY 2012, G/TIP will use the 2011 TIP report as a strategic framework to focus funds on identified priority countries from the lowest tiers (Tier 3 and Tier 2 Watch List) where trafficking is on the rise and where there is political will to address the deficiencies but a corresponding lack of economic resources.

D&CP – OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS

Proposals will be solicited from embassies, international organizations, and non-government organizations for projects in selected priority countries that support overseas education and training programs for law enforcement officers, prosecutors, and the judiciary; efforts to rescue, protect, and assist victims around the world; and, support public education programs that raise global awareness about human trafficking and how it can be eliminated. Proposed activities will continue to be coordinated with other on-going U. S. Government programs through the interagency grant review panels and the Senior Policy Operating Group (SPOG), chaired by G/TIP's Director, to ensure consistency and to avoid anti-human trafficking program duplication.

Justification of Request

The Department's FY 2012 State Operations request is \$6.764 million for the Office to Monitor and Combat Trafficking in Persons. The current service increases will maintain current services and support a number of key initiatives. The FY 2012 level of activity total includes efficiency cost savings of - \$64,000, and domestic inflation of \$66,000 for a net increase of \$2,000 above the FY 2010 level. Also included in FY 2012 is the conversion of four positions from contractor to federal staff.

Enhanced Program Oversight

The positions requested will allow the Department to carry forward the President and the Secretary's commitment to fight human trafficking, fulfill Congressional mandates, and continue to lead the world in the global fight against modern-day slavery. The FY 2012 request includes four positions to allow the Office to shift away from its reliance on contractors and manage the increased workload of new mandates of the TVPA. One Foreign Service position will support the Administrative and Strategic Planning Team, and three Civil Service positions will support public engagement efforts and the reporting activities involved in assessing the steadily increasing number of countries ranked in the TIP report by engaging with regional bureaus and foreign governments, as well as performing enhanced monitoring and evaluation of new and existing country programs.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			Pos FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2010 Actual	38	1	0	0	39	2,897	3,865	6,762
FY 2011 CR	38	1	0	0	39	2,897	3,865	6,762
FY 2012 Built-in Changes								
Efficiency Savings	0	0	0	0	0	(64)	0	(64)
Domestic Inflation	0	0	0	0	0	66	0	66
Total Built-in Changes	0	0	0	0	0	2	0	2
FY 2012 Current Services	38	1	0	0	39	2,899	3,865	6,764
FY 2012 Program Changes								
Contractor Conversions	3	1	0	0	4	0	0	0
Total Program Changes	3	1	0	0	4	0	0	0
FY 2012 Request	41	2	0	0	43	2,899	3,865	6,764

**D&CP – OFFICE TO MONITOR AND COMBAT
TRAFFICKING IN PERSONS**

Staff by Program Activity
(positions)

Office to Monitor and Combat Trafficking in Persons	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	39	39	43
Political Affairs	39	38	41
Total	39	39	43

Funds by Program Activity
(\$ in thousands)

Office to Monitor and Combat Trafficking in Persons	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Conduct of Diplomatic Relations	6,762	6,762	6,764
Political Affairs	6,762	6,762	6,764
Total	6,762	6,762	6,764

Program Activities

Office to Monitor and Combat Trafficking in Persons (TIP)	Positions				Funds (\$ in thousands)		
	American			Pos	Bureau	American	Funds
	Domestic	Overseas	FSN	Total	Managed	Salaries	Total
Conduct of Diplomatic Relations	43	0	0	43	2,899	3,865	6,764
Political Affairs	41	0	0	41	2,899	3,865	6,764
Total	43	0	0	43	2,899	3,865	6,764

Staff by Domestic Organization Unit
(positions)

Office to Monitor and Combat Trafficking in Persons	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Trafficking in Persons Office	39	39	43
Total	39	39	43

**D&CP – OFFICE TO MONITOR AND COMBAT
TRAFFICKING IN PERSONS**

Funds by Domestic Organization Unit
(\$ in thousands)

Office to Monitor and Combat Trafficking in Persons	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Trafficking in Persons Office	6,762	6,762	6,764
Total	6,762	6,762	6,764

Funds by Object Class
(\$ in thousands)

Office to Monitor and Combat Trafficking in Persons	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	4,155	4,356	3,982
2100 Travel & Trans of Persons	992	777	993
2400 Printing & Reproduction	290	212	337
2500 Other Services	992	984	888
2600 Supplies and Materials	333	433	433
9000 Other	0	0	131
Total	6,762	6,762	6,764

FOREIGN SERVICE NATIONAL SEPARATION LIABILITY TRUST FUND

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Funds	42,712	42,712	44,101

Program Description

The Foreign Service National Separation Liability Trust Fund (FSNSLTF), was established pursuant to section 151 of the Foreign Relations Authorization Act, Fiscal Years 1992 and 1993 (Public Law 102-138) (22 U.S.C. 4012a) to provide separation pay for Foreign National employees of agencies of the U.S. Government, other than the Department of Defense.

The FSNSLTF funds the accrued separation pay of employees who voluntarily resign, retire, die in service, or lose their jobs due to a reduction-in-force; it applies only in those countries that, due to local law or practice, require a lump-sum payment for voluntary separation based on years of service. Moreover, for those posts whose separation pay plans permit, eligible local employees can periodically obtain advances on accrued separation balances prior to separation.

A proportionate share of each year's annual accrued liability of the FSNSLTF is funded by the Diplomatic and Consular Program (D&CP) appropriation including Public Diplomacy (PD) and Worldwide Security Protection resources.

Justification of Request

The Department's FY 2012 request of \$44 million includes an increase of \$1.4 million to provide the proportionate estimated accrued liability increase based on Locally Employed Staff (LES) payroll at participating posts.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American		Pos Total	FSN	Bureau Managed	American Salaries	Funds Total	
	CS	FS Dom Overseas						
FY 2010 Actual	0	0	0	0	0	42,712	0	42,712
FY 2011 CR	0	0	0	0	0	42,712	0	42,712
FY 2012 Built-in Changes								
Overseas Inflation	0	0	0	0	0	1,118	0	1,118
Overseas Price Inflation	0	0	0	0	0	271	0	271
Total Built-in Changes	0	0	0	0	0	1,389	0	1,389
FY 2012 Current Services	0	0	0	0	0	44,101	0	44,101
FY 2012 Request	0	0	0	0	0	44,101	0	44,101

**FOREIGN SERVICE NATIONAL SEPARATION LIABILITY
TRUST FUND**

Funds by Program Activity
(\$ in thousands)

FSN Separation Liability Trust Fund Payment	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Overseas Program Support	40,474	40,474	41,592
Public Diplomacy	2,238	2,238	2,509
Total	42,712	42,712	44,101

Program Activities

Department Of State	Positions			Funds (\$ in thousands)			
	American		FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	Domestic	Overseas					
Overseas Program Support	0	0	0	0	41,592	0	41,592
Public Diplomacy	0	0	0	0	2,509	0	2,509
Total	0	0	0	0	44,101	0	44,101

Funds by Object Class
(\$ in thousands)

FSN Separation Liability Trust Fund Payment	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1200 Personnel Benefits	42,712	42,712	44,101
Total	42,712	42,712	44,101

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Proposed Appropriation Language

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

For necessary expenses for carrying out the Foreign Service Buildings Act of 1926 (22 U.S.C. 292–303), preserving, maintaining, repairing, and planning for buildings that are owned or directly leased by the Department of State, renovating, in addition to funds otherwise available, the Harry S Truman Building, and carrying out the Diplomatic Security Construction Program as authorized, \$863,317,000, to remain available until expended as authorized, of which not to exceed \$25,000 may be used for domestic and overseas representation as authorized: Provided, That none of the funds appropriated in this paragraph shall be available for acquisition of furniture, furnishings, or generators for other departments and agencies.

In addition, for the costs of worldwide security upgrades, acquisition, and construction as authorized, \$938,200,000, to remain available until expended.

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Resource Summary

(\$ in thousands)

Appropriations	FY 2010 Actual	FY 2011 CR	FY 2012 Request
American Positions	993	995	1,004
Funds	1,817,550	1,724,150	1,801,517

FY 2010 Actual includes \$14.4 million transferred from Diplomatic and Consular Programs, with \$6.9 million for the American Center Rangoon, Burma, and \$7.5 million for new residential leases. FY 2010 Actual also includes \$79.0 million provided by the Supplemental Appropriations Act, 2010 (P.L. 111-212).

Program Description

Overview

The Bureau of Overseas Buildings Operations (OBO), funded through the Embassy Security, Construction and Maintenance (ESCM) appropriation, is responsible for providing U.S. Diplomatic and Consular missions overseas with secure, safe, and functional facilities to assist them in achieving the foreign policy objectives of the United States.

OBO continues to look for innovative strategies to improve performance and accountability as the global environment changes. Using the Long-Range Overseas Buildings Plan (LROBP) as a model, OBO has developed a Long-Range Overseas Maintenance (LROMP) plan providing a six year plan for maintenance and modernization needs of overseas facilities, as well as identifying key maintenance projects required to protect the billions invested by the USG in new facilities and infrastructure.

To ensure proper stewardship of the USG's overseas real property assets, the Administration proposes to capitalize on the success of the Capital Security Cost Sharing Program (CSCSP) by expanding that program to include the maintenance, repair and rehabilitation of the Department's diplomatic facilities overseas that contain an inter-agency presence.

Priorities

The work supported by this request is vital, with over 86,000 USG employees from more than 30 agencies at over 265 locations that depend on the infrastructure OBO provides and maintains. OBO is focused on several priorities to ensure the President and diplomatic corps have the tools and platform to be effective.

Capital Security Construction

This program continues to be the centerpiece of the OBO mission. The requested funding, together with the CSCSP and other reimbursements, will provide over \$1.218 billion in FY 2012 for projects in Abuja, Nigeria; Cotonou, Benin; Jakarta, Indonesia; N'Djamena, Chad; and Taipei, Taiwan; as well as site acquisitions at locations where NEC projects are planned in the future.

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Maintenance and Modernization

In addition to the planning, design and construction of new embassy compounds (NEC) to replace facilities in the most vulnerable locations, the Administration intends to expand the CSCSP in FY 2012 to include the maintenance, repair and rehabilitation of existing facilities with an inter-agency presence.

Sustaining overseas infrastructure is critical to protect the Department's investment in new facilities under the CSCSP and address facility needs at all posts, particularly those that will not receive a NEC. OBO has worked to improve the management of existing maintenance funding, such as creating the LROMP, so that limited resources are used to correct the most critical deficiencies. While improved management, prioritization and accountability are critical, the resources provided under the Maintenance Cost Sharing (MCS) initiative are critical to extend the useful life of overseas infrastructure and protect the Department's long-term investment in new facilities.

Continuing On-going Operations

This core component ensures that essential facility services for overseas personnel are uninterrupted, and is necessary to continue projects already underway and maintain existing facilities. Failure to meet these recurring needs would jeopardize OBO's ability to manage on-going projects, add to the existing maintenance backlog, diminish the value of existing government assets, including newly constructed NECs, and result in higher maintenance and rehabilitation costs in future years.

Budget Summary

The FY 2012 request is \$1.8 billion and 1,004 positions, an increase of \$77.4 million and nine direct hire positions over the FY 2010 Actual level. This request consists of \$938.2 million to continue the CSCSP, including the implementation of the MCS Program; \$83.8 million for the Repair and Construction Program and \$779.5 million to support operating elements. This request reflects reductions in Strategic Sourcing Vehicles, Travel of Persons and Things, and Printing and Office Supplies totaling \$11.6 million in support of the Administration's Administrative Efficiencies Plan.

Worldwide Security Upgrades \$938,200,000

This request provides funding for the Department's share for the Capital Security Cost Sharing (CSCS) Program as well as the implementation of the first year of a Maintenance Cost Sharing Program. In addition, funding is provided to continue the Compound Security Program which performs a variety of physical and technical security upgrades. In FY 2012, OBO requests funding for the following programs:

- \$708,700,000 – Capital Security Program
This program includes full funding for the Capital Security Cost Sharing Program that, when combined with funds contributed by other agencies will provide over \$1.2 billion for the planning, design and construction of NECs.
- \$135,000,000 –Maintenance Cost Sharing (MCS) Program
This program includes funding for the first year of the MCS program that, when combined with funds contributed by other agencies through CSCSP, will provide an estimated \$225 million to protect the investment made in existing facilities and properly maintain and extend the useful life of existing facilities that contain an overseas presence. The program also funds the salary and support costs for the Department's cadre of professional facility managers at posts.
- \$94,500,000 – Compound Security Program
This program funds comprehensive security upgrade projects, major forced entry/ballistic resistant (FE/BR) door and window replacement projects, chemical-biological retrofit projects, emergency egress projects, and security upgrades for soft targets.

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Repair and Construction \$83,825,000

This request is an essential element of the Department's effort to protect the U.S Government's multi-billion investment in new construction to avoid exponential maintenance costs as well as address critical maintenance requirements at existing legacy facilities. The FY 2012 request is comprised of the following elements:

- \$36,075,000 – Major Rehabilitation Program
This program rehabilitates upgrades or replaces building systems that can no longer be physically or economically maintained by routine, preventive and unscheduled repair activities. System rehabilitation, replacement and upgrade is done to extend the life of the building and ensure continued serviceability, provide a secure and safe environment for U.S Government employees and capitalize on efficiencies offered by new technologies.
- \$47,000,000 – Repair and Improvement Program
This program funds repairs and upgrades at Department facilities and is a core component of the OBO maintenance program. As problems at overseas facilities around the world are identified, they are compiled, evaluated and prioritized within the Buildings Management Integrated Systems (BMIS) database. This prioritized listing of global issues is used as the basis for allocating limited repair resources to ensure the most essential facilities problems with the greatest impact are addressed first.
- \$750,000 – Procurement Surcharge
This funding covers the mandatory one percent fee to cover the cost of processing and awarding contracts.

Operations \$779,492,000

The request funds critical support costs associated with high priority Department initiatives. The FY 2012 budget includes an increase of \$36.2 million over the FY 2010 Actual, supporting a current services level essential to continuing effective operations.

The FY 2012 operations request provides funding for OBO's five major organizational components: Planning and Real Estate (PRE); Program Development, Coordination and Support (PDCS); Construction, Facility and Security Management (CFSM); Operations (OPS); Resource Management (RM); as well as Domestic Renovations and the Procurement Surcharge. Each of the following elements provides critical support to Department operations as well as the capital construction programs within OBO:

- \$398,021,000 – Planning and Real Estate (PRE)
This program supports the Department's real property management activities, including the administration of the Leasehold Account. Of this request, \$379.7 million, or 96 percent, is for the acquisition of functional and residential properties for foreign affairs agencies through lease, lease-purchase and build-to-lease agreements under the Leasehold Program. OBO has implemented a number of cost containment strategies to ensure affordability including a lease benchmarking that establish reasonable lease rates based on market surveys, a lease waiver program requiring that leases comply with cost and size standards, post specific funding targets that require field personnel to manage requirements within limited resources, and outlining new major lease priorities in the LROMP. In addition, this program funds all of OBO's strategic planning activities. Proper planning is a critical element to complete projects on-time and within budget while providing the right platform to successfully support operations in the field. The OBO planning component provides deliverables such as the LROBP and LROMP as well as other services such as master planning, evaluating public/private partnership business cases and performing real property appraisals. This request also provides support necessary to manage a real property portfolio with an estimated value of over \$47

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

billion including acquisition of new sites for future capital construction, negotiating leases and disposing of facilities replaced by newly constructed NECs.

- \$39,150,000 – Program Development, Coordination and Support (PDCS)
This program is the core of the OBO comprehensive project management approach and includes cost estimating, design and engineering reviews, and other project oversight activities. Projects are monitored from inception to completion, including the request for proposal (RFP) process and various engineering reviews. Project managers from this office lead the Washington based team in support of field operations to ensure the final product meets the contract specifications and is completed on-time and within budget.
- \$174,856,000 – Construction, Facility and Security Management (CFSM)
This program is accountable for the full life-cycle care of Department facilities from initial construction to operation and maintenance. Construction and Security Management provide on-site supervision to oversee the work of the general contractors building and renovating Department facilities and ensure security measures are in place to safeguard projects from potentially hostile terrorist acts and intelligence efforts. Facility Management provides routine maintenance funding to every post worldwide, as well as a specialized pool of expertise to diagnose and address difficult facility problems that can occur in a challenging overseas environment.
- \$39,974,000 – Operations (OPS)
This program supports other critical support for overseas posts from accreditation of fire protection systems and replacement of obsolete communication equipment to curatorial care of cultural assets and management of artwork within Department facilities.
- \$75,746,000 – Resource Management (RM)
This program provides information technology, general services (including domestic rent to GSA), financial, human resources and front office support to the OBO bureau. At the center of any well run and efficient organization is an effective infrastructure for decision making and resource allocation. This funding supports critical systems and the personnel essential to managing the complex portfolio of both real property and capital construction.
- \$50,725,000 – Domestic Renovations
This program funds maintenance and renovation projects at Department facilities in the metropolitan Washington, D.C. and other U.S. locations. The request is based on the Capital Improvement Program, a plan to upgrade building systems and to correct long identified deficiencies in an effort to protect the Department's real property investments and ensure adequate working conditions for employees.
- \$1,020,000 – Procurement Surcharge
This funding covers the one percent fee to cover the cost of processing and awarding contracts.

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Performance

Project Targets and Results

The mission of OBO is to provide U.S. diplomatic and consular missions with secure, safe, and functional facilities to assist them in achieving U.S. foreign policy objectives. To achieve this mission, OBO is focused on four priority goals that advance diplomatic readiness and are aligned with Department of State's strategic goals. These goals are:

- Capital Security Construction – Award capital security construction projects which have been listed in the Department's Long-Range Overseas Building Plan (LROBP) after consultation with other agencies, and complete the construction on time and within budget. The program will provide NECs that are secure, safe, and functional for U.S. Government employees to pursue the national interests of the United States.
- Compound and Physical Security – Provide physical security and compound security upgrades to Department overseas facilities to protect employees from terrorist and other security threats. This also includes security upgrades for soft targets such as schools, recreational facilities, and residences.
- Maintenance of Assets – Maintain, repair, and rehabilitate overseas diplomatic and consular facilities in an effective manner that enhances the quality of life of employees while allowing them to perform their duties in secure, safe, and functional facilities.
- Asset Management – Acquire, dispose of, and manage the Department's overseas real property in a professional manner that meets Department needs; is performed on terms favorable to the U.S. Government; and is defensible to OMB, the Congress, and the American public, serving as the Department of State's overseas property manager.

In support of these four goals, each component of the OBO organization has established performance targets that benchmark critical functions. Management reviews performance against these targets monthly to identify potential problems and ensure effective performance. OBO management also meets quarterly with its Industry Advisory Panel to review and discuss issues with an aim toward maximizing the free exchange of ideas and best practices between the government and private sector.

OBO has demonstrated that its organization, culture, and processes have resulted in outstanding performance. Since 2001, OBO has demonstrated the following record of outstanding achievement:

- Completed construction of 76 new facilities since 2001:

Abidjan, Cote D'Ivoire	Abu Dhabi, United Arab Emirates	Abuja, Nigeria
Accra, Ghana	Accra, Ghana (USAID)	Addis Ababa, Ethiopia
Algiers, Algeria	Antananarivo, Madagascar	Astana, Kazakhstan
Athens, Greece Annex	Baghdad, Iraq	Baghdad, Iraq (IOB)
Bamako, Mali	Bamako, Mali, (USAID)	Bandar Seri Begawan, Brunei
Beijing, China	Belmopan, Belize	Berlin, Germany
Bern, Switzerland	Bogota, Colombia Annex	Bogota, Colombia (IOB)
Brazzaville, Republic of Congo	Bridgetown, Barbados	Cape Town, South Africa
Conakry, Guinea	Conakry, Guinea (USAID)	Ciudad Juarez, Mexico
Dar es Salaam, Tanzania	Dar es Salaam, Tanzania (USAID)	Dili, East Timor (IOB)
Doha, Qatar	Dushanbe, Tajikistan	Frankfurt, Germany
Freetown, Sierra Leone	Istanbul, Turkey	Jerusalem
Johannesburg, South Africa	Kabul, Afghanistan	Kabul, Afghanistan

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		(ARG/USAID)
Kampala, Uganda	Kampala, Uganda (USAID)	Kathmandu, Nepal
Kathmandu, Nepal (USAID)	Khartoum, Sudan	Kigali, Rwanda
Kingston, Jamaica	Kingston, Jamaica (USAID)	Kolonia, Federated States of Micronesia
Koror, Republic of Palau	Lima, Peru (USAID)	Lome, Togo
Luanda, Angola	Lusaka, Zambia	Managua, Nicaragua
Managua, Nicaragua (USAID)	Nairobi, Kenya	Nairobi, Kenya (USAID)
Ouagadougou, Burkina Faso	Panama City, Panama	Phnom Penh, Cambodia
Phnom Penh, Cambodia (USAID)	Port au Prince, Haiti	Quito, Ecuador
Rangoon, Burma	São Paulo, Brazil	Sarajevo, Bosnia Herzegovina
Skopje, Republic of Macedonia	Sofia, Bulgaria	Tashkent, Uzbekistan
Tbilisi, Georgia	Tbilisi, Georgia (USAID)	Tirana, Albania Annex
Tunis, Tunisia	Yaoundé, Cameroon	Yerevan, Armenia
Zagreb, Croatia		

- Continued to manage the on-going construction/design of 35 new facilities:

Abuja, Nigeria (Annex)	Beijing, China (Annex)	Belgrade, Serbia
Bucharest, Romania	Bujumbura, Burundi	Caracas, Venezuela MSGQ
Dakar, Senegal	Djibouti, Djibouti	Dubai, United Arab Emirates
Guangzhou, China (Design)	Guayaquil, Ecuador	Islamabad, Pakistan
Jeddah, Saudi Arabia (NEC/Housing)	Kabul, Afghanistan NOX/Housing	Karachi, Pakistan
Kyiv, Ukraine	London, United Kingdom (Design)	Libreville, Gabon
Malabo, Equatorial Guinea	Manila, Philippines (Annex)	Monrovia, Liberia
Monterrey, Mexico	Mumbai, India	Niamey, Niger MSGQ
Ouagadougou, Burkina Faso (MSGQ)	Port Moresby, Papua New Guinea	Riga, Latvia
Sanaa, Yemen (Annex/Housing)	Santo Domingo, Dominican Republic	Surabaya, Indonesia
Surabaya, Indonesia (Warehouse -Design)	Suva, Fiji	Taipei, Taiwan (Phase I)
Tijuana, Mexico	Valletta, Malta	

- Anticipate awarding contracts for 8 new facilities in FY 2011:

Moscow, Russia NOX	Muscat, Oman MSGQ	New Delhi, India NOX
Oslo, Norway	Rabat, Morocco	Sanaa, Yemen (Housing Ph. II)
Vientiane, Laos	Bishkek, Kyrgystan NOX	

Since 2000, OBO has moved over 20,000 people out of vulnerable locations and into more secure, safe and functional facilities – vastly improving the protection of both employees and sensitive U.S. Government information.

The FY 2012 budget request outlines important steps to ensure the long-term success of OBO’s capital construction and maintenance programs. Addressing existing facility maintenance requirements will provide long-term value to the U.S. Government. Building on the Bureau’s commitment to construct efficient and sustainable facilities, OBO is instituting a comprehensive framework to audit, benchmark

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

and track progress for each OBO office building with the goal of meeting energy and water savings targets set for federal buildings by 2015.

Performance Indicators

Minimizing duration and cost growth allows OBO to accomplish its key goal of strengthening consular and management capabilities by moving more people into secure, safer, functional facilities quickly and efficiently. Project managers and supervisors use this data to identify concerns on individual projects and mitigate the risk of budget and schedule overruns.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Facilities					
Indicator	Average duration growth and cost growth for capital construction projects completed annually.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	9% duration ; 14% cost	18% duration; 18% cost	25% duration; 5% cost	25% duration; 5% cost	25% duration; 5% cost
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve	Reasons for Missing Targets: Khartoum – Project re-award; host country delayed customs clearance of construction materials. Jerusalem – Poor performance by local contractor and Architect/Engineer, local code issues, occupancy permit issues, major re-scope due to funding shortfall. Addis Ababa – AID and other agencies significantly changed requirements after contract award.					
Impact	See above. While duration is above target, cost is below target expectations.					
Methodology	Duration growth is determined by a ratio of actual construction contract duration over original construction contract duration annually. Cost is determined by actual construction contract cost plus settled requests for equitable adjustments (REAs) and claims over original construction contract cost.					
Data Source and Quality	Budget and actual cost data. Data quality assessment revealed no significant limitations.					

Post Annual Facility Conditions Surveys provide rigorous and quantifiable facilities maintenance metrics that will lead to the development of a Facilities Condition Index (FCI) for overseas Government-owned and Long-term leased properties. This index, which will be phased in as the primary indicator in future years, will rate existing facility conditions, helping the Department better prioritize and target long-term maintenance plans for overseas State Department facilities.

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STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Facilities					
Indicator	Completion and timely submission of Post Annual Facility Condition Surveys (AFCS), Post Annual Inspection Summaries (AIS), preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
N/A	N/A	AFCS: 89%; AIS: 87% *	AFCS: 80%; AIS: 80%	AFCS: 90% AIS: 90%	AFCS: 89% AIS: 89%	AFCS: 89% AIS: 89%
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	▼ Below Target			
Steps to Improve	The AIS format was changed to a one-page WebPASS electronic submittal. This new format was presented; a more detailed set of instructions needs to be provided; The budget call to OBO's Area Management was also changed to a WebPASS version, allowing posts to "skip" sending the AIS; The due date was changed to January 31, instead of June 30th; the FAM needs to be updated.					
Impact	Fewer maintenance needs have been identified to OBO from posts.					
Methodology	Surveys are collected annually from all missions.					
Data Source and Quality	Bureau Strategic Plan Data quality assessment revealed no significant limitations.					

Secure and safe facilities not only benefit U.S Government employees, estimated to be over 80,000 worldwide, but also U.S. Citizens and foreign nationals who visit U.S. Embassies and Consulates. The indicator below shows the primary outcome of the Department's Capital Construction program.

STRATEGIC GOAL: STRENGTHENING CONSULAR AND MANAGEMENT CAPABILITIES						
Strategic Priority	Facilities					
Indicator	Total cumulative number of United States Government personnel moved into more secure, safe, and functional facilities since 2009.					
FY 2007 Result	FY 2008 Result	FY 2009 Result	FY 2010 Result	FY 2010 Target	FY 2011 Target	FY 2012 Target
14940 personnel	18539 personnel	20,012 personnel [Baseline]	21548	21512 personnel	23012 personnel	24512 personnel
New Indicator, No Rating	New Indicator, No Rating	New Indicator, No Rating	◀▶ On Target			
Impact	USG personnel are moved to more secure, safe, and functional facilities.					
Methodology	Readily quantifiable from regular OBO reporting data.					
Data Source and Quality	OBO reporting data. Data quality assessment revealed no significant limitations.					

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Justification of Request

FY 2012
SUMMARY STATEMENT OF BUDGET AUTHORITY
(\$ in thousands)

<i>Program</i>	<i>2010 Actual</i>	<i>2011 CR</i>	<i>2012 Request</i>
Worldwide Security Upgrades:			
Capital Security Construction	752,800	752,800	708,700
Compound Security	94,500	94,500	94,500
Maintenance Cost Sharing			135,000
<i>Subtotal, Worldwide Security</i>	<i>\$847,300</i>	<i>\$847,300</i>	<i>\$938,200</i>
Repair and Construction:			
Strategic Capital	6,900	0	0
Major Rehabilitation	74,375	74,375	36,075
Repair & Improvement	58,000	58,000	47,000
Procurement Surcharge	1,200	1,200	750
Supplemental Funds	79,000		
<i>Subtotal, Repair & Construction</i>	<i>\$219,475</i>	<i>\$133,575</i>	<i>\$83,825</i>
Operations:			
Planning and Real Estate (1)	400,983	393,483	398,021
Prog Dev, Coord & Support (2)	38,019	38,019	39,150
Construction, Facility & Security Management (3)	171,178	171,178	174,856
Operations (4)	39,364	39,364	39,974
Resource Management (5)	76,486	76,486	75,746
Domestic Renovations	23,725	23,725	50,725
Procurement Surcharge	1,020	1,020	1,020
<i>Subtotal, Operations</i>	<i>\$750,775</i>	<i>\$743,275</i>	<i>\$779,492</i>
<i>APPROPRIATION TOTAL</i>	<i>\$1,817,550</i>	<i>\$1,724,150</i>	<i>\$1,801,517</i>

- (1) Includes Planning and Real Estate and Leasehold Program.
- (2) Includes Cost Management, Design and Engineering, Project Development and Coordination, and Special Projects Coordination.
- (3) Includes Construction Management, Facility Management, and Security Management.
- (4) Includes Area Management, Fire Protection, Safety, Health, and Environment, Residential Design and Cultural Heritage; Art in Embassies, and Post Communications.
- (5) Includes Information Resource Management, Management Support, and Front Office.

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

FY 2012 SUMMARY STATEMENT OF POSITIONS

<i>Program</i>	<i>2010 Actual</i>	<i>2011 CR</i>	<i>2012 Request</i>
Worldwide Security Upgrades:			
Capital Security Construction	-	-	-
Compound Security	-	-	-
Supplemental Funds	-	-	-
Subtotal, Worldwide Security	0	0	0
Repair and Construction:			
Strategic Capital	-	-	-
Opportunity Purchase Program	-	-	-
Major Rehabilitation	-	-	-
Repair & Improvement	-	-	-
Procurement Surcharge	-	-	-
Subtotal, Repair & Construction	0	0	0
Operations:			
Planning and Real Estate	66	66	66
Prog Dev, Coord & Support	204	204	204
Construction, Facility & Sec Mgt	469	471	480
Operations	124	124	124
Resource Management	130	130	130
Domestic Renovations	-	-	-
Procurement Surcharge	-	-	-
Subtotal, Operations	993	995	1,004
APPROPRIATION TOTAL	993	995	1,004

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

CAPITAL SECURITY CONSTRUCTION

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual		\$752,800
FY 2011 Continuing Resolution		\$752,800
FY 2012 Capital Security Program:		
Abuja, Nigeria NOX/MSGQ	228,000	
Cotonou, The Republic of Benin NEC	187,000	
Jakarta, Indonesia NEC	408,000	
N'Djamena, Chad NEC	203,000	
Taipei, Taiwan NOC	75,000	
Bridging & Product Development	46,000	
Site Acquisition & Project Development	63,957	
Procurement Surcharge	7,000	
Capital Security Cost Sharing/Reimbursements	<u>(509,257)</u>	
Subtotal, Capital Security Program	\$708,700	
<i>Total Increase/Decrease</i>		<i>(\$44,100)</i>
FY 2012 Request		\$708,700

Budget Justification

The Capital Security Construction Program continues to build upon the successful program of relocating facilities at the highest risk posts. With the support of OMB and Congress, outstanding progress is being made towards achieving the goal of upgrading and replacing facilities that do not meet security and safety standards. As of December 2010, OBO completed 76 projects, continues to manage the on-going construction or design of 35 facilities, and will award design and/or construction contracts for eight projects in FY 2011.

The Department's Long-Range Overseas Building Plan (LROBP) serves as a planning guide for the replacement of these buildings. The plan outlines capital, major rehabilitation, communications and other requirements with a long-range focus, covering a six-year budget and planning window. Capital projects in the plan that are driven primarily by security factors are included in Worldwide Security Upgrade Program.

The Capital Security Cost Sharing Program (CSCSP), fully implemented in FY 2009, was designed so that all affected agencies pay their fair share towards the accelerated construction of secure, safe and functional facilities. Agency shares are based upon their total number of existing and projected authorized positions overseas, encouraging them to right-size their total overseas presence.

In FY 2010, the Department completed capital projects in Antananarivo, Madagascar; Islamabad, Pakistan; Jerusalem; Khartoum, Sudan; and Ouagadougou, Burkina-Faso. The Department also awarded contract to build new facilities in Caracas, Venezuela; Dakar, Senegal; Port Moresby, Papua New Guinea; Libreville, Gabon (restart); and Surabaya, Indonesia.

In FY 2012 the Department will initiate the next tranche of urgent, security-driven projects, including the construction of Bishkek, Kyrgyzstan (NOX); Moscow, Russia (NOX); Muscat, Oman (MSGQ); New

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Delhi, India (NOX); Oslo, Norway (NEC); Rabat, Morocco (NEC); Sanaa, Yemen (Housing Phase II); Vientiane, Laos (NEC).

The FY 2012 request will provide funding to construct facilities in Abuja, Nigeria (NOX/MSGQ); Cotonou, The Republic of Benin (NEC); Jakarta, Indonesia (NEC); N'Djamena, Chad (NEC); and Taipei, Taiwan (NOC).

In addition, FY 2012 funding will support the acquisition of sites where NEC projects are planned in future years. Potential site acquisitions include Baku, Azerbaijan; Bangui, Central African Republic; Colombo, Sri Lanka; Dhahran, Saudi Arabia; Hyderabad, India; Madrid, Spain; Peshawar, Pakistan; and Milan, Italy.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Appropriation	752,800	752,800	708,700
Reimb./CSCS	625,298	602,242	509,257
Total	\$1,378,098	\$1,355,042	\$1,217,957

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

COMPOUND SECURITY

FY 2012 Budget Summary

(\$ in thousands)

FY 2010 Actual	\$94,500
FY 2011 Continuing Resolution	\$94,500
FY 2012 Request	\$94,500

Budget Justification

The Compound Security Program provides security protection for personnel and property at mission offices, residences, schools and off-post recreational facilities. It complements the Capital Security Construction program by maximizing security protection at existing facilities until NEC's are constructed or by upgrading security at posts that will not receive a NEC. The FY 2012 request of \$94.5 million reflects no change in total funding from the FY 2010 Actual.

The Compound Security Program saves lives. Security upgrades have successfully thwarted attacks in Tashkent, Karachi, Jeddah, Damascus, Sanaa, and most recently, Peshawar. The program deters additional attacks by continually adapting to evolving threats, challenges, and changes in security standards driven by the global political situation. Compound security remains a vital component of OBO's goal to provide safe and secure facilities for all U.S Government employees, dependents and foreign national employees.

The FY 2012 request will fund four comprehensive security upgrade projects, ten major Forced Entry/Blast Resistant (FE/BR) replacement projects, two chemical-biological retrofit projects, and three emergency egress projects. Funding will also provide lifecycle replacement for a variety of security equipment, including vehicle barriers. In addition, the FY 2012 request will continue to fund minor security upgrade projects for offices and residences, enhanced compliance with recently approved security standards, and grant funding for upgrades at soft targets such as schools and recreational facilities located apart from post compounds.

Base Budget Detail Schedule

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Minor Physical Sec.	8,300	8,300	9,300
Residential Security	2,500	2,500	1,500
FE/BR	12,300	12,300	13,000
Environmental Sec.	10,000	10,000	10,000
Major Compound Sec.	38,700	38,700	42,000
FE/BR R&R	4,800	4,800	4,800
Emergency Egress	6,000	6,000	6,000
Planning	4,500	4,500	2,000
Soft Targets	6,500	6,500	5,000
Procurement Surcharge	900	900	900
Total	\$94,500	\$94,500	\$94,500

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

MAINTENANCE COST SHARING PROGRAM

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual		\$0
FY 2011 Continuing Resolution		\$0
Repair and Improvement Projects	114,000	
Routine Maintenance	56,000	
Major Rehabilitation Projects	55,000	
Maintenance Cost Sharing Reimbursements	(90,000)	
FY 2012 Request		\$135,000

Budget Justification

In addition to the planning, design and construction of NECs to replace facilities in the most vulnerable locations, the Department proposes to expand the use of CSCSP in FY 2012 to include the maintenance, repair and rehabilitation of overseas facilities that contain an inter-agency presence. Sustaining infrastructure is critical to protect the Department's investment in new facilities under the CSCSP and address facility needs at posts that will not receive an NEC in the near future. OBO has worked to improve the management of existing maintenance funding, including development of the LROMP, so that limited resources are used to correct the most critical deficiencies. While improved management, prioritization and accountability are critical, the estimated \$225 million provided under the Maintenance Cost Sharing initiative is necessary to extend the useful life of overseas infrastructure and protect the Department's long-term investment in new facilities.

As documented by the Government Accountability Office, the Department's funding for maintenance, repair and rehabilitation has not kept pace with the age of the overseas facilities portfolio and the substantial investment made in new facilities. The Facility Condition Index (FCI) of legacy properties constructed prior to 2001 is 75, which is considered *fair* and approaching the *poor* level. While the Department is responsible for funding 100 percent of facility maintenance, it represents only 60 percent of the overseas presence at these facilities. Recognizing that the failure to properly address maintenance requirements in a timely manner will lead to additional costs to the taxpayer in the long-term, the Administration proposes to implement a MCS program modeled after the CSCSP. In FY 2012, MCS funding would be drawn from within existing resources to protect the investment made in new facilities and properly maintain and extend the useful life of overseas facilities that will not be replaced in the near future. The program would also fund salary and support costs for the Department's professional facility managers at those posts with facilities constructed under the Capital Security Program.

The MCS program would enable the Department to better address significant maintenance needs, while equitably distributing the costs among agencies occupying DOS facilities. The request includes a corresponding legislative proposal for the MCS program.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Appropriation	0	0	135,000
MCS Reimbursements	0	0	90,000
Total	\$0	\$0	\$225,000

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

STRATEGIC CAPITAL

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$6,900
FY 2011 Continuing Resolution	\$0
FY 2012 Request	\$0

Budget Justification

OBO’s mission is to ensure that U.S. diplomatic and consular missions abroad are provided secure, safe, and functional facilities that will assist them in achieving the foreign policy objectives of the U.S. An active capital program for the construction of new facilities is vital to this mission.

The Department seeks appropriations for construction of new overseas facilities under two accounts. If the requirement for new construction is driven primarily by security concerns, the funding is requested under the Worldwide Security Upgrades program. If the requirement for new construction is primarily for other than security reasons, funding is included in the Strategic Construction request. However, these facilities will be built to the same security standards as those funded by the Worldwide Security Upgrades program. Examples of these strategically driven projects include:

- The host country has relocated its capital city,
- The United States has established, re-established, or expanded representation with a country,
- Post needs significantly exceed the existing facility,
- The cost of renovating, rehabilitating or expanding an existing facility is so great that it cannot be accommodated in the functional programs, and
- Construction of new housing is more cost effective than continuing to lease or maintain current residences or relocation is necessary for operational reasons, such as to improve reaction time for marine guards.

No funds are included for this program in the FY 2012 request.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Total	\$6,900	\$0	\$0

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

MAJOR REHABILITATION

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual		\$74,375
FY 2011 Continuing Resolution		\$74,375
FY 2012 Major Rehabilitation Program:		
Ottawa CMR Rehab	10,000	
Lagos CMPD Rehab	5,000	
Managua CMR Rehab	9,000	
Wellington CMR Rehab	10,000	
<u>Major Rehabilitation Planning</u>	<u>2,075</u>	
Total, Major Rehabilitation Projects	36,075	
<i>Total Increase/(Decrease)</i>		(\$38,300)
FY 2012 Request		\$36,075

Budget Justification

The Major Rehabilitation program supports comprehensive renovation projects planned for the Department's overseas facilities. The budget request of \$36.1 million provides funding to begin four new projects in the FY 2012 request consistent with the Department's LROMP.

The Major Rehabilitation program renovates, rehabilitates, replaces, and upgrades building systems in order to extend the useful life of Department facilities, ensure continued serviceability, provide a safe and secure environment, allow for the efficiencies of new technologies and changing workloads, and meet the objectives of the U.S. foreign affairs community. With the average age of buildings overseas exceeding 40 years, the number of buildings that could benefit from major rehabilitation is extensive.

Replacing the support systems within a building is expensive and offers special challenges that add considerable costs to major rehabilitation projects, including installation of new systems to meet security standards, working in classified spaces, modern fire and life safety codes, e.g., sprinkler systems; hazardous materials abatements, such as asbestos, in older buildings; seismic upgrades; historical preservation issues; and accessibility improvements to address requirements of the Americans with Disability Act.

The schedules and cost estimates for projects included in this program are subject to change resulting from unforeseen conditions, e.g., asbestos, structural problems, and operational considerations. Unlike estimating the cost of constructing a new building, existing buildings—especially those with exceptional age—are fraught with unknowns. However, this can be mitigated with proper planning, site studies, and pre-design work, followed by a well-planned project design.

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OBO has seen improvement to the up-front planning of major rehab projects from using a design/bid/build approach, improving independent government estimates, additional management process improvements, more frequent full funding for a project in the year of the contract award and additional attention to clarity in defining project scope to ensure more timely delivery of projects within budget.

Base Budget Detail Schedule

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Major Rehab Projects	74,375	74,375	36,075
Total	\$74,375	\$74,375	\$36,075

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

REPAIR AND IMPROVEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$58,000
FY 2011 Continuing Resolution	\$58,000
FY 2012 Request	\$47,000

Budget Justification

The Repair & Improvement program provides funding for the maintenance activities outlined in the Department's Long- Range Overseas Maintenance Plan (LROMP). These critical upgrades are required to keep the Department's existing inventory of facilities in an acceptable condition and operating at the right cost. The FY 2012 request of \$47.0 million represents a decrease of \$11.0 million from the FY 2010 Actual.

In order to ensure the most effective and efficient use of appropriated maintenance funding, OBO's operational procedure involves prioritizing requests with the major emphasis on security and life safety criteria as well as several other factors. For instance, the installation of a fire suppression system at a multi-family complex will be funded and executed before a repaving project.

The LROMP presents more than 3,700 specific maintenance or improvement projects from each Department program for the period of FY 2010 through FY 2015 by country and post. These projects are accompanied by an explanation of the U.S. relationship with the country and other key data that explain the infrastructure investment within the broader diplomatic and political context.

OBO works with each mission on an annual basis to evaluate requirements and determine which projects can and should be implemented. Repair and Improvement projects typically fall within the following categories:

- Special Improvement Projects – These projects will restore, alter, modernize or construct facilities essential to providing a safe, secure and functional environment.
- Roof Replacement and Repair – Roofs are a critical building system and failure of this system can lead to expensive problems with other operational and building components.
- Accessibility – These projects provides for facility improvements to accessibility standards.
- Energy Conservation – These projects invest in technologies that will provide long-term savings and ensures compliance with applicable laws and executive orders.
- Natural Hazards – These projects identify U.S Government properties that are vulnerable to natural hazards, e.g., earthquakes, tsunamis, floods, hurricanes, and promote strategies and solutions to reduce the risks.
- Fire System Projects – These projects will support the installation/replacement of outdated, unreliable, and/or nonfunctioning fire alarm detection system in principal buildings. Priorities are set based on condition of primary building, their existing fire protection systems and plans for future NEC. The average life span of a properly maintained fire alarm system is about 20 years.
- Hazardous Materials - These projects will address environmental-related issues including asbestos, environmental site assessments, radon, lead-in-paint, heating, ventilation and air conditioning (HVAC), indoor air quality, leaking underground storage tanks, and water quality.

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The FY 2012 request provides funding for prioritized requirements as outlined in the LROMP.

Base Budget Detail Schedule

(\$ in thousands)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Repair & Improvement Program	58,000	58,000	47,000
Total	\$58,000	\$58,000	\$47,000

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

PLANNING AND REAL ESTATE

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$14,230
FY 2011 Continuing Resolution	\$14,230
FY 2012 Request	\$14,465

Budget Justification

The Planning and Real Estate (PRE) directorate manages the Department's global portfolio of over 18,000 diplomatic properties and strategic planning for the replacement of facilities overseas to ensure the Department has a safe and functional platform for achieving diplomatic objectives. The FY 2012 request of \$14.5 million and 66 positions is an increase of \$235,000 from the FY 2010 Actual.

PRE consists of five offices:

- The Office of Strategic Planning (OSP) manages the CSCSP, the NEC/NCC Top-80 List, and the President's Management Agenda (PMA). OSP prepares the LROBP and the LROMP, the Asset Management Plan and other critical planning documents.
- The Office of Master Planning & Evaluations (MPE) provides and manages the post specific Facility Plans which support significant chancery and consulate renovation projects in the Major Rehabilitation Program. This office also manages the post specific Master Plans that support the Capital Security Program and strategic decisions on how to better utilize assets, reconfigure buildings, and re-use existing sites.
- The Office of Acquisitions (OSA) manages the site acquisition program in support of the LROBP including evaluating and acquiring sites on the Top 80 list. This Office also negotiates purchases, exchanges and long term leases of non-LROBP land acquisitions.
- The Office of Building Acquisitions and Sales (OSA) manages the overall disposal of excess government-owned and leased properties. They also acquire free standing improved properties, through purchases, leases, exchanges, or related transactions. OSA manages the public-private partnership transactions to maximize the value of U.S Government owned land, and the build-to-lease transactions to relieve the U.S Government of risky land acquisition and construction financing.
- The Office of Real Property Management (RPM) manages software upgrades to support the management of the Department's global portfolio. RPM directly supports the Initiative on Federal Real Property Asset Management and manages the Federal Real Property Data Management program which provides paperless storage of worldwide real estate titles, deeds, leases, and related real estate transaction documentation. RPM also oversees the Leasehold account and works to strengthen existing management controls to ensure that lease costs remain affordable.

The FY 2012 increase of \$235,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	11,067	11,067	11,302
Program Support	3,163	3,163	3,163
Total	\$14,230	\$14,230	\$14,465

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

LEASEHOLD PROGRAM

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$386,753
FY 2011 Continuing Resolution	\$379,253
FY 2012 Request	\$383,556

Budget Justification

The Leasehold Program funds are used to acquire safe, secure, and functional properties necessary to accomplish the Department's objective at overseas posts through lease, build-to-lease, and lease-purchase arrangements. The FY 2012 request of \$383.6 million reflects a decrease of \$3.2 million from the FY 2010 Actual.

The Leasehold Program funds long-term leases, i.e. lease terms of ten years or longer, of residential and non-residential properties overseas, which support all foreign affairs agencies under the direction of the Chief of Mission. The Department also funds short-term leased residential and non-residential space for its own personnel. In cases where the Department leases shared office facilities on a short-term basis, the costs for such leases are distributed among all tenant agencies through the International Cooperative Administrative Support Services (ICASS) system. Under a Memorandum of Agreement with the Department of Defense, the Department is reimbursed for the cost of housing Marine Security Guards (MSG) deployed overseas. This program funds all activities associated with leasing overseas properties to meet fire, life-safety, operational, security standards that are amortized over the life of the lease, and ultimately any restoration cost at the termination of the lease. The Leasehold Program also provides living quarters allowance (LQA) payments to Department employees at selected posts where U.S Government -provided housing is not available.

The major challenges facing the Leasehold Program are exchange rate fluctuations and increasing security concerns that make leasing suitable homes more difficult and costly. OBO continues to review and strengthen existing management controls to ensure costs remain affordable even as the demand for leased property increases. OBOs cost containment strategy includes lease benchmarking, the lease waiver program, post-specific budget targets, lease fit-out projects in the LROMP, and the housing acquisition program.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Leases	386,753	379,253	383,556
Total	\$386,753	\$379,253	\$383,556

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

COST MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$2,739
FY 2011 Continuing Resolution	\$2,739
FY 2012 Request	\$2,939

Budget Justification

The Office of Cost Management (COST) provides cost estimating services during all phases of OBO projects. Project costs are identified from concept to construction completion and managed by recommending alternatives to project management that improve function and value. The FY 2012 request of \$2.9 million and 23 positions is an increase of \$200,000 over the FY 2010 Actual.

The Cost Management program is responsible for preparation of Current Working Estimates (CWEs) that estimate all costs of each project. COST is also responsible for producing Independent Government Cost Estimates (IGEs) for every contractual action on each project. Depending on the level of detail required CWE and IGE preparation are inherently governmental functions. The COST office also provides International Project Risk Assessments (IPRA), life-cycle cost analyses, and value engineering services that perform reviews to identify and correct issues before and during project execution.

The FY 2012 increase of \$200,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	2,514	2,514	2,714
Program Support	225	225	225
Total	\$2,739	\$2,739	\$2,939

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

DESIGN AND ENGINEERING

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$23,616
FY 2011 Continuing Resolution	\$23,616
FY 2012 Request	\$23,916

Budget Justification

The Office of Design and Engineering (DE) provides professional architectural and engineering services to the diplomatic community. The FY 2012 request of \$23.9 million and 106 positions is an increase of \$300,000 from the FY 2010 Actual.

DE serves as OBO's building code officials responsible for ensuring that all DOS facilities meet professional standards and security requirements. DE provides facility designs which incorporate security, safety, and functionality, ensure consistency with U.S. building codes and standards and minimizes life-cycle operating and maintenance costs. This office provides consultation services to overseas posts, supports real estate and planning activities, manages design development and design reviews and provides technical assistance during construction and commissioning.

DE consists of six divisions and four functional programs. The six divisions, Architecture, Interiors, Mechanical, Electrical, Civil/Structural and Design Coordination, provide personnel with special expertise in blast design, radio frequency shielding, chemical/biological defenses, modular construction, sustainable design, and computer aided design, and document control. The functional programs are:

- Natural Hazards – identifies properties that are vulnerable to natural hazards, e.g., earthquakes, tsunamis, floods, hurricanes, and promotes strategies and solutions to reduce the risks to U.S. personnel and property.
- Accessibility – supports facility improvements to meet Federal accessibility standards.
- Building Innovation – identifies and implements new ideas and opportunities to improve building products and procedures by incorporating lessons learned and adopting industry best practices.
- Energy Conservation – invests in technologies that provide long-term savings and ensures compliance with applicable laws and executive orders.

The FY 2012 budget increase of \$300,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	20,541	20,541	20,841
Energy Conservation	1,530	1,530	1,530
Natural Hazards	510	510	510
Accessibility	765	765	765
Building Innovation	270	270	270
Total	\$23,616	\$23,616	\$23,916

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

PROJECT DEVELOPMENT & COORDINATION

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$7,910
FY 2011 Continuing Resolution	\$7,910
FY 2012 Request	\$8,475

Budget Justification

The Office of Project Development and Coordination (PDC) provides project management for all capital and major rehabilitation construction projects from inception through project completion, including oversight of the Request for Proposal Process. This recommendation put into practice policies established by the Office of Management and Budget (OMB) governing the management of capital projects by Federal agencies. The project managers lead project development and then, following contract award, lead the Washington-based teams in support of the field operations that are managed by the Office of Construction Management's Project Director. The FY 2012 request of \$8.5 million and 59 positions is an increase of \$565,000 over the FY 2010 Actual.

The FY 2012 increase of \$565,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	7,700	7,700	8,265
Program Support	210	210	210
Total	\$7,910	\$7,910	\$8,475

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

SPECIAL PROJECTS COORDINATION

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$3,754
FY 2011 Continuing Resolution	\$3,754
FY 2012 Request	\$3,820

Budget Justification

The Office of Special Projects Coordination (SPC) is responsible for all aspects of planning, design, construction, security, and commissioning of new, safe, secure, and functional capital construction projects worldwide that are especially complex because of the unique security issues. The FY 2012 request of \$3.8 million and 16 positions is an increase of \$66,000 from the FY 2010 Actual.

SPC is a fully integrated office that coordinates planning and design activities with various offices, bureaus, and agencies for a limited portfolio of specialized, highly complex projects. They participate in the project site acquisitions and the development and negotiation of conditions of construction with host countries. They manage project staffing, programming, funding support requirements, and timely implementation and execution of the design, construction, security, and commissioning for the projects. SPC coordinates, prepares, and executes comprehensive commissioning plans, including moving in, maintenance, training, and contract warranty administration to assure that the building occupant requirements are met. They ensure a zero tolerance environment for any security compromise by developing, coordinating, and implementing project security policies and procedures, training personnel, and monitoring compliance.

The FY 2012 increase of \$66,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	3,604	3,604	3670
Support	150	150	150
Total	\$3,754	\$3,754	\$3,820

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

CONSTRUCTION MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$24,536
FY 2011 Continuing Resolution	\$24,536
FY 2012 Request	\$24,738

Budget Justification

The Office of Construction Management (CM) is responsible for managing the construction and renovation of U.S. diplomatic facilities overseas. CM provides the professional and technical oversight at each project work site to ensure that the specified standards of quality, safety, and security are achieved while meeting schedule and budgetary constraints. The FY 2012 request of \$24.7 million and 129 positions is an increase of \$202,000 and five project funded positions over the FY 2010 Actual.

CM's overall goal is to meet or exceed the standards driven by the industry to provide cost efficient and construction management or new and renovations of overseas facilities. CM is currently supporting \$4.7 billion worth of active construction projects for which it coordinates construction issues with other agencies and headquarters. CM manages the design/build and construction of projects to ensure conformance with contract requirements. The projects are continually monitored to ensure compliance with authorized scope and budget.

CM maintains an effective onsite safety and zero tolerance construction security programs, and ensures that all construction security requirements are complied with. Annual training along with project support has helped the accident rate to become less than half of the industry average. CM provides quality assurance field inspections of 40+ site visits annually.

The FY 2012 increase of \$202,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	16,683	16,683	16,885
Program Support	7,853	7,853	7,853
Total	\$24,536	\$24,536	\$24,738

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

FACILITY MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$131,771
FY 2011 Continuing Resolution	\$131,771
FY 2012 Request	\$135,179

Budget Justification

The Office of Facilities Management (FAC) provides expert, professional support for operational maintenance of the Department's overseas buildings and ensure U.S Government personnel are provided safe, secure and functional facilities. This is accomplished through collecting, storing, and analyzing facilities condition information, providing maintenance expertise and specialty programs, supplying long-range maintenance planning, and assisting with environmental hazard abatement. FAC is also responsible for establishing annual maintenance funding targets for each post and managing the Routine Maintenance account. The FY 2012 request of \$135.2 million and 253 positions is an increase of \$3.4 million and four positions over the FY 2010 Actual.

The program performance goal is to maintain the Department's overseas real property to the highest obtainable condition exercising prudent cost controls and best business practices. The performance strategies are to:

- Provide the highest quality, cost effective solutions and customer support services to minimize operational downtime and improve facility functionality and serviceability.
- Provide administration, management, and leadership for the maintenance management and repair of Department facilities overseas.
- Recruit and develop qualified facility managers for sustaining a viable Facility Management (FM) program for posts abroad.

Proper stewardship of the Department's assets has long been a core mission of OBO and has achieved even greater importance under the Federal Real Property Council initiatives. The Department's maintenance issues are complicated by security and classification requirements that create specialized facility demands, limit the Department's options for resolving problems and increase the cost of maintaining facilities. The Facility Management program is at the center of the effort to properly care for the Department's inventory of assets by providing for a cadre of professionally trained facility experts and specialized programs necessary to meet the Department's unique facility demands.

The FY 2012 increase of \$3.4 million provides for personnel costs at current staffing levels, the establishment of four new facility managers, and inflationary price increases for maintenance.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	33,647	33,647	34,747
Travel	5,400	5,400	5,400
Program Support	46,571	46,571	46,571
Routine Maint	46,153	46,153	48,461
Total	\$131,771	\$131,771	\$135,179

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

SECURITY MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$14,871
FY 2011 Continuing Resolution	\$14,871
FY 2012 Request	\$14,939

Budget Justification

The Office of Security Management (SM) ensures, in a cost-effective manner, that all non-residential construction projects result in secure facilities, consistent with the Diplomatic Security and Anti-Terrorism Act of 1986 (P.L.99-399) and Section 160 of P.L. 100-204. The program ensure appropriate security safeguards are incorporated into all overseas diplomatic facility construction projects to protect against hostile terrorist acts and intelligence efforts. The FY 2012 request of \$14.9 million and 98 positions is an increase of \$66,000 from the FY 2010 Actual.

To provide access control of personnel and materials, the program employs American personnel (site security managers, cleared American guards, construction surveillance technicians, and cleared American escorts) and local guards. The FY 2012 budget request will ensure security requirements of capital and other projects are met. The Department establishes security procedures and incorporates security components throughout the project planning, design, and construction phases to provide secure facilities for the protection of classified information and national security related activities and personnel. The comprehensive construction security program has a vital role in the OBO mission to provide secure, safe, and functional facilities to replace the Department's aging and deficient buildings overseas. Construction of a single NEC represents a significant investment for the U.S Government. Inadequate security procedures, protection, or monitoring during the construction project would jeopardize mandatory accreditation of the entire project.

The FY 2012 increase of \$68,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	13,737	13,737	13,805
Program Support	1,134	1,134	1,134
Total	\$14,871	\$14,871	\$14,939

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

AREA MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$10,087
FY 2011 Continuing Resolution	\$10,087
FY 2012 Request	\$10,087

Budget Justification

The Office of Area Management (OBO/OPS/AM) provides comprehensive and timely customer service support to posts by serving as a practical, effective and results oriented organization. The FY 2012 request of \$10.1 million and 41 positions represents no change from the FY 2010 Actual.

This budget supports the personnel who manage OBO's Repair and Construction program. In addition to supporting this core element of the OBO operation, Area Management Officers travel to each overseas post to review facility operations, meet with post management, review financial records and consult on various issues. This in the field approach enables the Area Management team to provide exceptional service, customer feedback and technical assistance in supporting U.S. embassies to oversee the limited resources to meet facilities needs of U.S. diplomatic and consular missions abroad.

The Occupancy Evaluation Support program is also supported by the Area Management budget. This program is designed to measure how effectively completed projects meet the needs of the occupants and is used to gather feedback to improve the embassy design and make other recommendations to improve future projects. This budget requests funding for three additional personnel needed to support this important new program.

The \$10.1 million request will provide sustainability and continue current operations at the FY 2010 Actual.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	8,716	8,716	8,716
Travel	0	0	0
Program Support	1,371	1,371	1,371
Total	\$10,087	\$10,087	\$10,087

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

FIRE PROTECTION

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$5,732
FY 2011 Continuing Resolution	\$5,732
FY 2012 Request	\$5,796

Budget Justification

The Office of Fire Protection (OBO/OPS/FIR) ensures that U.S Government personnel stationed overseas are safe and secure from fire hazards so that they can better focus on their mission of protecting and representing the people of the United States. The FY 2012 request of \$5.8 million and 33 positions is an increase of \$64,000 over the FY 2010 Actual.

Minimizing fire risk to post personnel and property overseas is the primary goal of the Fire Protection program and several strategies are applied to accomplish this mission:

- Recurring fire prevention inspections and training of post personnel to deal with fire threats are conducted at each post every two years.
- Posts are provided with quality fire prevention equipment such as fire extinguishers, residential smoke detectors, emergency lights, panic hardware, and other small specialized suppression systems.
- OBO/OPS/FIR will test and accept all new fire systems being deployed at NECs and at other buildings or projects including renovations and achieve a 90-95 percent success rate of final acceptance on the first commissioning visit.
- Technical expertise is provided to replace and upgrade fire alarm systems in accordance with the Bureau Performance Plan in principal buildings.
- Critical fire alarm and sprinkler system preventive maintenance and technical support is provided to overseas posts to resolve 90 percent of trouble calls and return out-of-service systems to full service within one month. Preventive maintenance is critical to ensure system reliability, extend life expectancy, reduce life-cycle cost, and maintain or increase property value.
- Regional on-site technical training is given to locally employed staff to test, maintain, and repair systems to the extent possible.
- Specialized fire prevention training is provided at all Foreign Service Institute (FSI), Diplomatic Security (DS), Marine Security Guard (MSG), and Facility Manager training courses.

The FY 2012 increase of \$64,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	3,985	3,985	4,049
Program Support	1,747	1,747	1,747
Total	\$5,732	\$5,732	\$5,796

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

SAFETY, HEALTH AND ENVIRONMENTAL MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$3,728
FY 2011 Continuing Resolution	\$3,728
FY 2012 Request	\$3,859

Budget Justification

The Safety, Health and Environmental Management (SHEM) program's mission is to prevent mishaps, property damage, and environmental contamination in overseas operations of embassies and consulates, ensuring that fatal workplace and residential mishaps do not cancel out the lives saved by the Department's efforts constructing secure buildings to save personnel from terrorism. The FY 2012 request of \$3.9 million and current 22 positions is an increase of \$131,000 from the FY 2010 Actual.

Protection of U.S Government employees and overseas family members, and compliance with critical OSHA and EPA regulations are primary goals of the SHEM program. The program's strategic goal of providing the long-term technical support, training, tools and oversight to enable over 260 posts to enact programs and measures to protect their own employees and family members is achieved by resolving over 3,400 technical issues from posts each year, conducting approximately 70 site visits that assess exposures, quantify risks and identify effective hazard control measures.

SHEM's post visits provide training for personnel who implement effective protective programs. Regional seminars leverage managers to take on greater responsibilities for the program, returning to posts with knowledge and skills to train others. SHEM provides focused visits to posts with problematic vehicle fatality records, given this is the Department's number one cause of accidental death. Over 190 supervisors have been certified and returned to their posts to train over 6,000 drivers in safe driving techniques. This is the cornerstone that is changing drivers' behavior behind the wheel, reducing the frequency and severity of motor vehicle related mishaps. Motor vehicle event data recorders installed in motor vehicles capture audio and video of events triggered by hard braking, swerving, or impact. Drivers are coached on each triggered event and this method has been shown to be highly effective in motivating drivers to change their driving behaviors. The Department has piloted event data recorders at four posts and demonstrated the effectiveness of the devices: a nearly 50 percent increase in safe driving resulting in a reduction of 60 percent in near collisions and 35 percent in actual collisions.

The FY 2012 increase of \$131,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	2,938	2,938	3,069
Program Support	790	790	790
Total	\$3,728	\$3,728	\$3,859

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

RESIDENTIAL DESIGN & CULTURAL HERITAGE

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$8,384
FY 2011 Continuing Resolution	\$8,384
FY 2012 Request	\$8,716

Budget Justification

The Office of Residential Design & Cultural Heritage (RDCH) provides interior design & furnishings to 386 representational residences worldwide and provides conservation, maintenance and stewardship of the Department's heritage properties and collections. The FY 2012 request of \$8.7 million and 13 positions is an increase of \$332,000 over the FY 2010 Actual.

Representational residences are the first line of transformational diplomacy. They are an extension of the work environment of the embassy and a looking glass to the American way of life. The program supports 386 official residences that function similar to hotels with high reception scheduling. The standard refurbishment rate for the hotel industry is a seven to ten year cycle.

The Department has an extensive inventory of historically and culturally significant items that require special maintenance and care. OBO's Cultural Heritage Program provides support for conservation and maintenance of the department's overseas heritage properties and the extensive collection of heritage assets housed in them. The request will ensure these special assets are properly maintained so they continue to be a treasure for generations and provide a meaningful backdrop to the Department's diplomatic efforts.

The FY 2012 increase of \$332,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	1,396	1,396	1,728
Heritage Property	800	800	800
Residential Design	6,188	6,188	6,188
Total	\$8,384	\$8,384	\$8,716

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

ART IN EMBASSIES PROGRAM

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$2,333
FY 2011 Continuing Resolution	\$2,333
FY 2012 Request	\$2,416

Budget Justification

The Art in Embassies Program (AIEP) provides exhibitions to represent American art abroad to U.S. Chiefs of Mission as a highly effective component in supporting the Department's public diplomacy efforts. The FY 2012 request of \$2.4 million and 15 positions is an increase of \$83,000 from the FY 2010 Actual.

The presence of American art exhibitions in country builds strategic international partnerships. Using their Art in Embassies exhibitions, posts foster cross-cultural dialogue with exhibition-related cultural and educational activities, such as lectures, workshops, and exhibition visits with local audiences. This expanded exchange of ideas encourages strong bilateral and multilateral relationships. By extending the exhibition's impact beyond the walls of the U.S. mission residences, posts successfully engage foreign audiences in their local communities including educators, students, and members of the cultural community at-large.

The Office of Art in Embassies oversees acquisitions for the establishment of permanent collections of contemporary art for the public spaces of all newly constructed U.S. embassies, consulates, annexes. This initiative expands and enhances the original mission through two-way exchange, uniting American culture and the culture of the host countries in ongoing artistic conversation and cultural outreach.

AIEP also conducts educational outreach through its American Artist Abroad (AAA) program, successfully extended the cultural experience of American art into local communities. Participating artists travel to countries where their work is on view and engage in a series of public cultural programming activities, such as lectures, workshops, community projects, and studio visits. AAA continues to garner media coverage both in the U.S. and the host country, and plans are underway to include artists represented in AIE's permanent collections in the program.

The FY 2012 increase of \$83,000 supports personnel costs at the current staffing level.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	1,950	1,950	2,033
Program Support	383	383	383
Total	\$2,333	\$2,333	\$2,416

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

POST COMMUNICATIONS

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$9,100
FY 2011 Continuing Resolution	\$9,100
FY 2012 Request	\$9,100

Budget Justification

The Post Communications Support Program, with the participation of the Department's Bureau of Information Resources Management (IRM), funds two distinct services—NEC Moves and Telephone Replacements. The NEC Moves Program relocates, installs and activates communications equipments from old locations to NECs. The Telephone Replacement Program upgrades obsolete telephone systems that are no longer supported by the manufacturer, providing modern reliable digital systems capable of delivering a full range of services. The FY 2012 request of \$9.1 million represents no change from the FY 2010 Actual.

Good communication is the key tool of diplomacy. Every attempt must be made to ensure that those who serve overseas have appropriate and modern technology available to fulfill their mission. Integral components of this technology are the telephone systems found at each overseas post. The Department has a replacement program for the telephone systems at 265-plus embassy, consulate, and other diplomatic facilities. The intent is to replace obsolete telephone systems and establish a ten-year replacement cycle. Standard features include system management tools, security and productivity enhancements, direct inward dialing, call accounting, voice mail, automated voice attendant in multiple languages, remote maintenance and a call threat recorder. All telephone systems are procured, shipped, installed, and maintained in accordance with the DOS Non-secure Telephone Standard (12 FAH-6H-311.4) that ensures the integrity of the telephone systems used to support areas of classified operations.

A NEC commences official operations when critical command and control communications equipment is relocated to, installed in, and activated at the new Information Programs Center (IPC) in the chancery. This program ensures that the physical cabling plant inside the IPC to support the cryptographic equipment for critical command and control communications systems, the classified data processing servers, and connectivity to post's new Combined Transmission Facility is installed and operational.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
NEC Moves	1,673	908	1,392
Telephone Replacement	7,427	8,192	7,708
Total	\$9,100	\$9,100	\$9,100

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

INFORMATION RESOURCE MANAGEMENT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$18,251
FY 2011 Continuing Resolution	\$18,251
FY 2012 Request	\$18,304

Budget Justification

OBO's Information Resource Management Division (OBO/EX/IRM) provides information technology resources for the Bureau with cost-effectiveness in direct support of desktop, network, hardware, and application development. The FY 2012 request of \$18.3 million and 20 positions is an increase of \$53,000 from the FY 2010 request.

This budget will provide for consolidated desktop support, server and wire management services, OBO-specific network operations, application development and test environments, and disaster recovery functionality.

The largest portion of the budget is used to support OBO applications including ongoing development and support of the Buildings Management Information System (BMIS) application, OBOLink Records Management tool, PASS, ProjNet technologies, SharePoint implementation, web application, and other bureau specific data applications. The current initiatives will provide for sustainment of resources.

The FY 2012 increase of \$53,000 supports personnel costs at the current staffing level.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	4,700	4,700	4,753
Program Support	13,551	13,551	13,551
Total	\$18,251	\$18,251	\$18,304

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

MANAGEMENT SUPPORT

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$46,145
FY 2011 Continuing Resolution	\$46,145
FY 2012 Request	\$44,840

Budget Justification

OBO's Management Support Division (OBO/EX/MSD) is the administrative support "hub" of OBO and provides for the ongoing support needs of over 1,300 OBO domestic and overseas government and contract staff. The FY 2012 request of \$44.8 million and 20 positions represents a decrease of \$1.3 million from the FY 2010 Actual.

OBO/EX/MSD is tasked with ensuring that OBO's domestic facilities remain functional and operational on a daily basis and provides a number of key services and funds a range of fixed costs essential to OBO's daily operations, including:

- Security Services – Physical (including Homeland Security, contingency and emergency requirements), and personnel
- General Services – Facility leasing, telecommunications, building renovations, office furniture and equipment, space planning and inventory management.
- Administrative Services – Travel program administration, fleet management, mail processing, government purchase and travel card program oversight.

The FY 2012 decrease of \$1.3 million reflects a reduction in travel (\$800,000) and the reduction of eight personal services contractors (\$505,000).

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	3,453	3,453	2,948
Rent	12,362	12,362	12,362
Travel	23,944	23,944	23,144
Program Support	6,386	6,386	6,386
Total	\$46,145	\$46,145	\$44,840

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

FRONT OFFICE

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$12,090
FY 2011 Continuing Resolution	\$12,090
FY 2012 Request	\$12,602

Budget Justification

The Front Office provides executive direction, financial management, human resources, developmental training, security assurance and internal review for OBO. The FY 2012 request of \$12.6 million and 90 positions is an increase of \$512,000 over the FY 2010 Actual.

The Front Office budget supports critical, high-level OBO functions and activities including the mission the OBO Director, Resource Management, Internal Reviews and Operations Research, Human Resources, and External Affairs. This management team ensures that 260+ U.S. diplomatic missions around the world have secure and functional facilities to allow over 20,000 employees overseas achieve U.S. foreign policy objectives.

The Front Office staff carries out the bureau's primary financial, policy, and public relations functions. It provides accounting, budgeting, and financial management services, to include vendor payments, for all OBO programs; formulates annual budget submissions; and directs the financial planning and resource allocation process within the bureau. This staff serves as the central focal point for furnishing OBO information to external entities, such as Congress, the Office of the Inspector General, GAO and OMB and for developing bureau policies. This staff also performs recruiting, advertising, classification, hiring, retention, awards, employee relations and other human resource functions for nearly 1,500 direct hire and personal service contractor positions. This team is also responsible for OBO's interface with industry and the media and serves as the focal point within the bureau for managing the implementation of major outreach programs affecting OBO activities.

The FY 2012 increase of \$512,000 supports personnel costs at current staffing levels.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Personnel	10,915	10,915	11,427
Program Support	1,175	1,175	1,175
Total	\$12,090	\$12,090	\$12,602

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

DOMESTIC RENOVATIONS

FY 2012 Budget Summary (*\$ in thousands*)

FY 2010 Actual	\$23,725
FY 2011 Continuing Resolution	\$23,725
FY 2012 Request	\$50,725

Budget Justification

The Domestic Renovations program provides a safe, secure, cost-effective and energy efficient workspace for employees at the Harry S Truman (HST) headquarters building. This program also includes the Capital Improvement Program (CIP), which was developed to protect Department real property investments through correction of deficiencies and capital improvements. The FY 2012 request of \$50.7 million represents an increase of \$27.0 million from the FY 2010 Actual.

The program performance goal is to ensure that Department domestic facilities are cost-effective and enable employees to perform their duties. The performance objectives are as follows:

- Complete Renovation of the Department's original HST headquarters building
- Continue the New State renovation
- Continue Perimeter Security Improvements
- Identify all technical needs and finding requirements for projects identified in the CIP and implement the projects in order of priority.

The FY 2012 request includes \$45.8 million to continue the renovation of the Harry S Truman building renovation and \$4.1 million for upgrades and repairs to other domestic offices.

Base Budget Detail Schedule (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
HST Renovations	18,800	18,800	45,800
Other Domestic Facilities	4,075	4,075	4,075
Planning for SA-6 Move	850	850	850
Total	\$23,725	\$23,725	\$50,725

EMBASSY SECURITY, CONSTRUCTION, AND MAINTENANCE

Funds by Object Class (*\$ in thousands*)

	FY 2010 Actual	FY 2011 CR	FY 2012 Request
1100 Personnel Compensation	114,897	114,897	117,905
1200 Personnel Benefits	39,429	39,429	40,553
2100 Travel & Trans of Persons	38,914	38,485	37,867
2200 Transportation of Things	8,784	8,527	8,343
2300 Rents, Comm & Utilities	424,961	414,025	419,226
2400 Printing & Reproduction	2,572	2,572	1,272
2500 Other Services	302,264	273,057	293,028
2600 Supplies and Materials	57,449	54,872	58,175
3100 Personal Property	40,652	38,934	42,489
3200 Real Property	756,186	708,941	749,754
4100 Grants, Subsidies & Contrb	31,442	30,411	32,905
Total	1,817,550	1,724,150	1,801,517