PERFORMANCE OVERVIEW AND ANALYSIS

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PERFORMANCE OVERVIEW AND ANALYSIS

Overview

The Department of State's diplomacy and development efforts continue to make significant strides toward a more secure, democratic and prosperous world for the benefit of the American people and the international community. The Department works closely with dedicated colleagues from many U.S. Government agencies to vigorously pursue U.S. foreign policy goals including: strengthening democratic institutions and promoting conflict prevention; providing food and emergency aid; securing and stabilizing conflict areas in the Middle East and South and Central Asia; promoting social and economic progress; strengthening strategic partnerships; and supporting American prosperity through economic diplomacy.

Meeting these foreign policy goals requires a sustained focus on monitoring and evaluating foreign affairs outcomes and analyzing global trends that are most meaningful to the interests of the U.S. Toward this end, the Department of State measures success not only by the merit of its efforts, but by its progress and results achieved toward increasing the security and prosperity of the U.S. and the global community. In addition, the Department is strengthening its capacity to evaluate the impact of its programs at home and abroad.

This section presents an overview of the Department's performance and resources allocated toward its seven joint State-USAID Strategic Goals in support of the President's foreign policy priorities. The 71 performance indicators in Volume 1 constitute the FY 2014 Annual Performance Plan and FY 2012 Annual Performance Report for the Department of State's Administration of Foreign Affairs, which includes Diplomatic and Consular Programs. They show progress on six of the seven joint State-USAID Strategic Goals. (Strategic Goal 4: Provide Humanitarian Assistance and Support Disaster Mitigation is mainly supported by Foreign Assistance funding). A discussion of performance for Strategic Goal 4 is included in the Annual Performance Report/Annual Performance Plan of the Foreign Operations volume of the Congressional Budget Justification (CBJ).

Agency and Mission Information

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution for the conduct of American diplomacy. Established by Congress in 1789, the Department is the oldest and most senior executive agency of the U.S. Government. The head of the Department, the Secretary of State, is the President's principal foreign policy advisor. The Secretary carries out the President's foreign policies through the more than 68,000 employees at the Department and the more than 9,400 employees at USAID.

The mission of the Department of State and the U.S. Agency for International Development is *to shape and sustain a peaceful, prosperous, just, and democratic world and foster conditions for stability and progress for the benefit of the American people and people everywhere.* This mission and the Department's strategic goals are accomplished at more than 270 embassies, consulates, and other posts worldwide. In each Embassy, the Chief of Mission (usually an Ambassador) is responsible for executing U.S. foreign policy goals and for coordinating and managing all U.S. Government functions in the host country. Increasingly, the Department's ambassadors are taking the role akin to a Chief Executive Officer (CEO) to manage the multi-agency mission that falls under their leadership. The President appoints each Ambassador, who is then confirmed by the Senate. Chiefs of Mission report directly to the President through the Secretary. The U.S. Mission is also the primary U.S. Government point of contact for Americans overseas and foreign nationals of the host country. The Embassy serves the needs of Americans traveling, working, and studying abroad, and supports Presidential and Congressional delegations visiting the country.

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To view the State Department's organizational chart, please see:
http://www.state.gov/r/pa/ei/rls/dos/99494.htm

The Department's overseas operations, and progress towards achieving agency-wide strategic goals, are supported through its regional, functional, and management bureaus and offices. The regional bureaus, each of which is responsible for a specific geographic region of the world, work in conjunction with subject matter experts from other bureaus and offices to develop policies and implement programs that achieve the Department's goals and foreign policy priorities. These bureaus and offices provide policy guidance, program management, administrative support, and in-depth expertise in matters such as:

- law enforcement
- economic diplomacy
- the environment
- intelligence
- arms control
- human rights
- counternarcotics
- counterterrorism
- public diplomacy
- humanitarian assistance
- security
- conflict stabilization
- nonproliferation
- consular services
- empowering women and girls

In carrying out these responsibilities, the Department of State and the U.S. Agency for International Development consult with Congress about foreign policy initiatives and programs, and work in close coordination with other Federal agencies, including the Department of Defense, the Department of the Treasury, and the Department of Commerce. The National Security Strategy, the Quadrennial Diplomacy and Development Review (QDDR), and the Presidential Policy Directive on Global Development (PPD) define the strategic priorities that guide U.S. global engagement and identify the diplomatic and development capabilities that the Department of State and the USAID need to advance U.S. interests. State and USAID carry out their joint mission in a worldwide workplace, focusing their energies and resources wherever they are most needed to best serve the American people and the world.

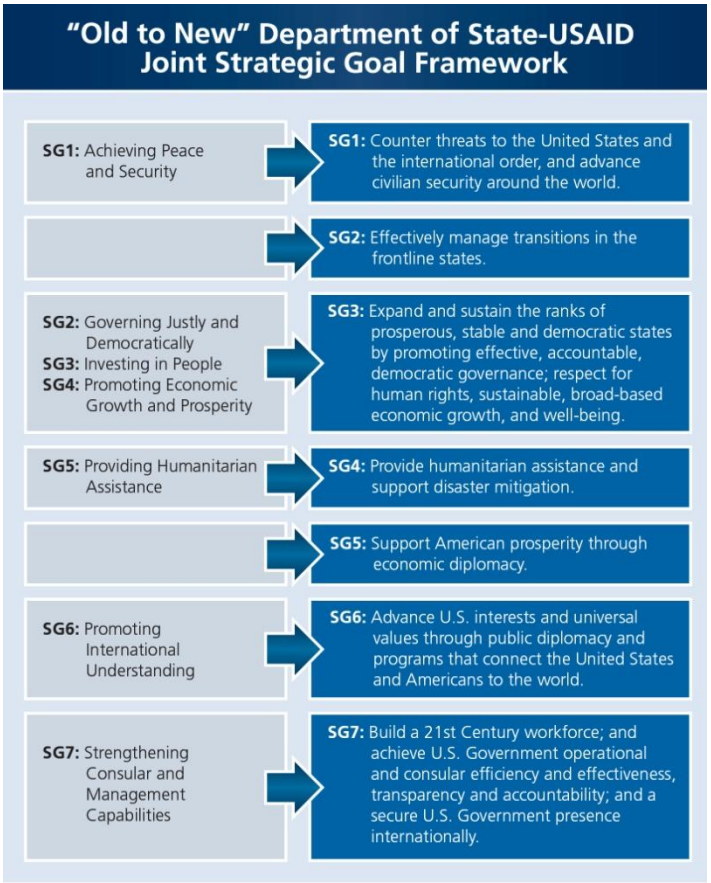
Using Performance to Achieve Results

As mentioned in the beginning of vol. 1, strategic planning and performance management are guided in the Department by the National Security Strategy, the Quadrennial Diplomacy and Development Review (QDDR), and the Government Performance and Results Act Modernization Act of 2010 (GPRAMA). In addition, the Department and USAID share a Joint Strategic Goal Framework organized around seven strategic goals, which serves as the Joint Strategic Plan and outlines the primary aims of U.S. foreign policy and development assistance.

The Department and USAID have seven strategic goals against which funding is allocated. The Department does not yet have strategic objectives as requested by OMB. Per GPRAMA, the Department

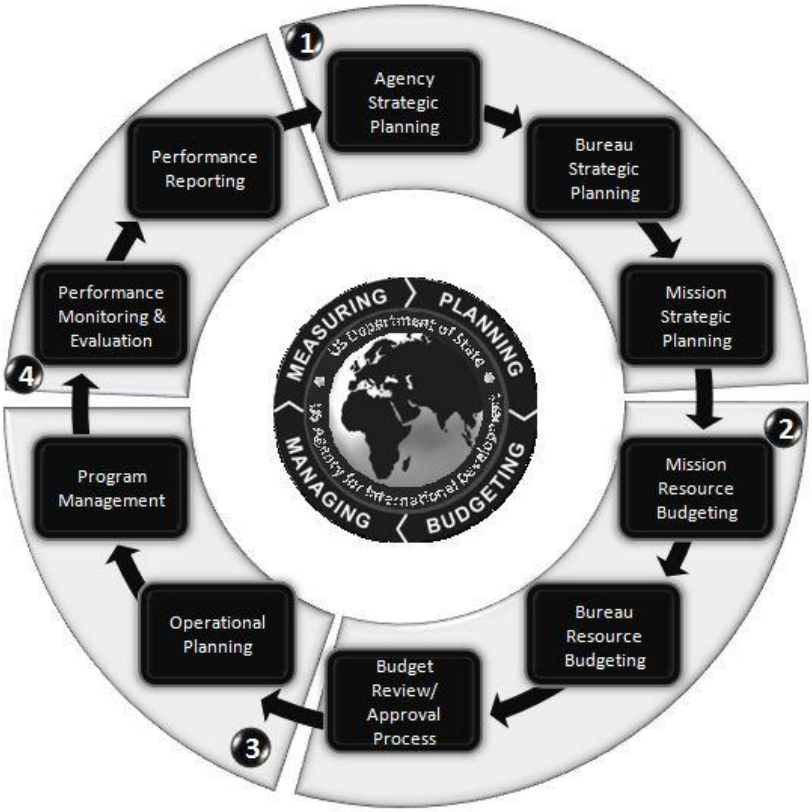
will develop the next agency strategic plan to cover the period from FY 2014 through FY 2017 and deliver it to Congress in conjunction with the second QDDR and Congressional Budget Justification in February 2014. The Department and USAID will use the opportunity afforded by developing the updated strategic plan to develop strategic objectives.

Figure 1: "Old to New" Department of State – USAID Joint Strategic Goal Framework



The QDDR outlined a number of concrete actions both the Department and USAID must take to maximize impact and improve the way each does business. Country and bureau-level planning, program management, and budgeting processes are being refocused to allow for longer-term strategic planning that aligns priorities and resources and focuses on delivering measurable and attributable results. These new processes are depicted in the new ***Managing for Results*** framework in Figure 2.

Figure 2: Annual Planning, Budgeting, Performance Management, and Reporting Cycle



Cross-Agency Goals

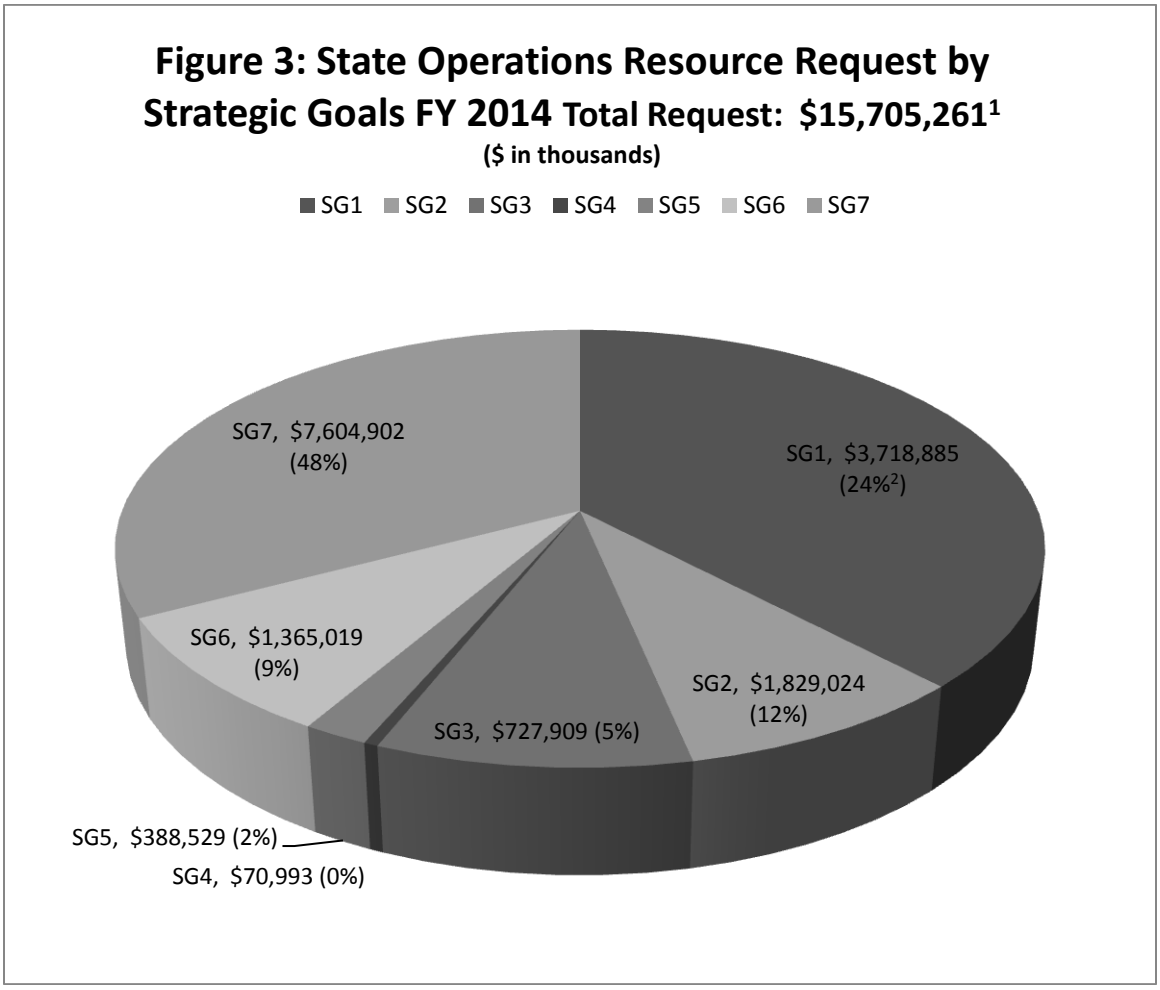
Per the GPRA Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to www.Performance.gov for the agency contributions to those goals and progress, where applicable. The Department of State currently contributes to the following Cross-Agency Priority Goals:

- Closing Skills Gap
- Exports
- Cybersecurity
- Sustainability
- Real Property
- Data Center Consolidation
- Strategic Sourcing

Overview of State Operations Budget by Strategic Goal

The FY 2014 State Operations budget request supports a large portion of the U.S. Government's civilian presence overseas and sustains critical functions, allowing for the effective conduct of U.S. diplomacy and development at more than 270 posts worldwide.

The largest portion of the FY 2014 budget request supports Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world (24 percent). Together with Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally (48 percent), these two goals account for 72 percent of the Department's FY 2014 State Operations request (see Figure 3).



[1] Resources allocated by strategic goal include all appropriated funds (Enduring and Overseas Contingency Operations (OCO) funds), except for $240,018 million for the following: Office of the Inspector General, International Commission, Buying Power Maintenance, Foreign Service National Separation Liability Trust Payment, and the Foreign Service Retirement Disability Fund.
[2] Due to numerical rounding, percentages may not add up to 100 percent.

Selection Criteria for Performance Indicators

Since FY 2009 the Department has made significant efforts to focus on more outcome-oriented and quantitative performance indicators. The Department has reviewed State operations indicators developed by bureaus and missions and assessed rated indicators based on Specific, Measurable, Attainable, Relevant, Time-bound, Evaluate and Re-evaluate (SMARTER), the industry standard of performance criteria. While many complex diplomatic issues lend themselves to qualitative analysis, the Department works to develop quantitative indicators whenever possible because they offer the opportunity to analyze

important trends and examine empirical evidence when reviewing policy, planning strategy, and setting resource levels.

In an effort to ensure better use of performance information in the budgeting process, the Department adopted the following criteria in selecting indicators for inclusion in the request:

- To the greatest extent possible, each program and activity account line item should have at least one representative indicator as a measure of program performance.
- Each bureau chapter, as defined in the CBJ, should also include indicators that represent the bureau's primary policy priorities.
- Performance indicators should meet the **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-bound, **E**valuate and **R**e-evaluate (SMARTER) criteria.

Based on these criteria, the Department worked with Bureaus and account managers in developing 28 new State Operations indicators. These indicators reflect the Department's effort to allocate resources toward high priorities while ensuring management oversight of all its funding sources. These are designated as "NEW APP INDICATOR" in the indicator tables accompanying their relevant Strategic Goals. Also, 38 indicators that appeared in the FY 2013 CBJ have been discontinued from inclusion in this year's request, primarily reflecting the fact that the Department's implementation of the QDDR has led to new multiyear strategic planning processes in which bureaus reassess existing indicators and develop new performance indicators. To view the FY 2014 "Discontinued Indicators" see http://www.state.gov/documents/organization/203415.pdf

Presently, some indicators for the Department have multiple sets of data per indicator. In the coming year, the Department will also be working to eliminate this practice and have one data set per indicator range. As part of multi-year planning and a forthcoming new Agency Strategic Plan, the Department plans to work closely with Bureaus to establish a core set of performance indicators linked to measuring, monitoring, and evaluating the results of Administering Foreign Affairs programs. In the spirit of streamlining and in preparation of the FY 2014 CBJ, Bureau's selected no more than two indicators to be illustrated in the CBJ. To view additional indicators, see: http://www.state.gov/documents/organization/203416.pdf. Both Discontinued and Additional Indicators were featured online and not in the published CBJ Vol 1.

Strategic Goals: Performance Analysis and Key Takeaways

Introduction to Strategic Goal Discussion

The following discussion of six of the seven Strategic Goals that receive funding through State Operations, presents a perspective of the resources and performance for high-level priorities associated with the goals, along with a discussion of progress made and challenges that remain. Strategic Goal 4 is supported primarily by Foreign Assistance funding and is included in the Foreign Operations volume of the Department's budget request. The following goal chapter presentations provide the new strategies and performance trends and results for indicators for each Strategic Goal. Seven illustrative indicators are presented throughout this section for the six Strategic Goals funded by State Operations to highlight performance results in FY 2012 on significant strategic priorities toward achievement of key foreign affairs outcomes. Throughout the Strategic Goal discussions, performance was assessed for those indicators for which FY 2012 data were available at the time of publication. The Bureau/Account owner is noted at the end of each indicator title in the following Strategic Goal Performance Trend Tables. For information regarding the Methodology, Impact, Data Source, and Data Quality of specific performance

indicators, please refer to the identified Bureau/Account Chapter. Additionally, the indicator tables presented in the Strategic Goal discussions list both quantitative and qualitative indicators.

Strategic Goal 1:
Counter threats to the United States and the international order, and advance civilian security around the world

The U.S. faces a broad set of dangers that know no borders and threaten U.S. national security, including the grave danger posed by vulnerable nuclear materials falling into the wrong hands, terrorism, violent extremism, transnational crime, and the effects of climate change and pandemic disease that threaten the security of regions and the health of peoples across borders. The Department's goals reflect a renewed commitment to promote a just and sustainable international order that facilitates the ability of nations to come together to confront common challenges like violent extremism, nuclear proliferation, climate change, and a changing global economy.

State Operations Budget Resources for Strategic Goal 1

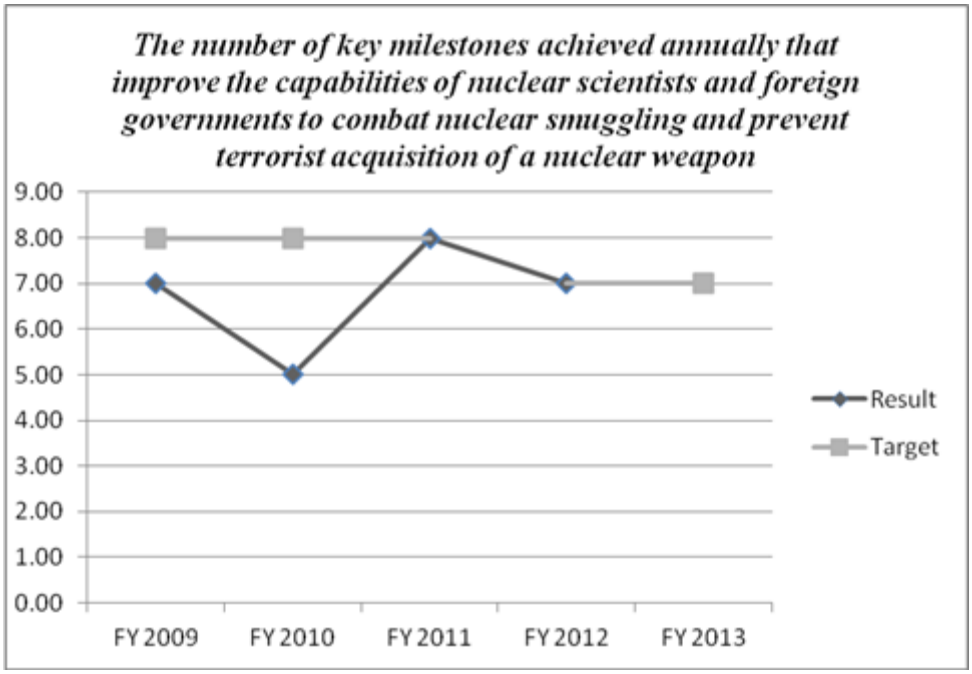
The Department is requesting to allocate nearly $3.72 billion toward Strategic Goal 1 in FY 2014. The Department focuses the majority of its resources in Strategic Goal 1 to the following high priority areas: reducing weapons of mass destruction and destabilizing conventional weapons; conflict prevention, mitigation and response; counterterrorism; and security cooperation and security sector reform.

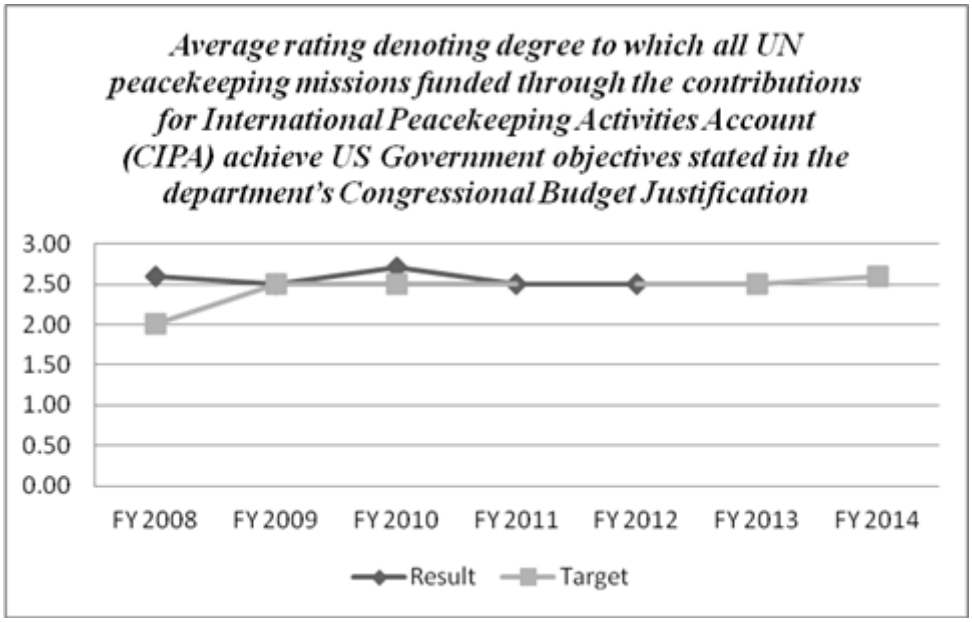
Performance Trends for Strategic Goal 1

Performance was assessed for thirteen indicators relative to Strategic Goal 1: Counter Threats to the United States and the International Order, and Advance Civilian Security Around the World. At the time of publication, the Department in FY 2012 met or exceeded targets for all nine indicators for which there was data available and no indicators fell below target. Data were not available for two indicators and six indicators are new APP indicators.

Analysis of Key Illustrative Indicators

This section details key performance indicators to illustrate the Department's performance in an area that links to key budget and policy priorities under Strategic Goal 1. Two Key Illustrative Indicators – 1) *The number of key milestones achieved annually that improve the capabilities of nuclear scientists and foreign governments to combat nuclear smuggling and prevent terrorist acquisition of a nuclear weapon*, and 2) *Average rating denoting degree to which all United Nations peacekeeping missions funded through the Contributions for International Peacekeeping Activities Account (CIPA) achieve U.S. Government objectives stated in the department's Congressional Budget Justification for the corresponding fiscal year* – represent the Department's ongoing priority to work with multilateral bodies to advance peace and security through active engagement with global institutions, and to share the burden of combating nuclear proliferation and supporting peacekeeping, peace building, and conflict resolution with a growing community of nations. The Department met its FY 2012 target for the number of key milestones achieved to raise awareness of nuclear scientists and foreign governments, and help them gain the tools necessary to combat nuclear terrorism and decrease the chances of a terrorist incident using nuclear material. Missions funded by CIPA received an average rating of 2.5 out of 4 for FY 2012, meeting its FY 2012 target of 2.5. Results for this indicator reflect the difficult security, political, and economic environment in which peacekeeping operations are carried out.


The number of key milestones achieved annually that improve the capabilities of nuclear scientists and foreign governments to combat nuclear smuggling and prevent terrorist acquisition of a nuclear weapon
9.00
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
FY 2009
FY 2010
FY 2011
FY 2012
FY 2013
Result
Target


Average rating denoting degree to which all UN peacekeeping missions funded through the contributions for International Peacekeeping Activities Account (CIPA) achieve US Government objectives stated in the department's Congressional Budget Justification
3.00
2.50
2.00
1.50
1.00
0.50
0.00
FY 2008
FY 2009
FY 2010
FY 2011
FY 2012
FY 2013
FY 2014
Result
Target

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Performance Trends for Strategic Goal 1

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world	**FY 2014 Request** ($ in thousands)
	$3,718,885

(**Table Key:** DNYA - Data Not Yet Available)

NEW APP INDICATOR: 90 percent of INR's Department of State customer survey respondents rate INR's analytic products and services timely and useful each fiscal year (INR)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
90% N/A	93 percent ▲ Above Target	Survey not conducted DNYA	90 percent ◄► On Target	91 percent ▲ Above Target	90 percent	90 Percent ◄► On Target	90 percent	90 percent

Average rating denoting degree to which all United Nations peacekeeping missions funded through Contributions for International Peacekeeping Activities Account (CIPA) achieve U.S. Government objectives stated in the Department's Congressional Budget Justification for the corresponding fiscal year. (CIPA)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
2.23 ▲ Above Target	2.60 ▲ Above Target	2.5 ◄► On Target	2.7 ▲ Above Target	2.5 ◄► On Target	2.5	2.5 ◄► On Target	2.5	2.6

Deeper nuclear reductions and transparency measures among Non-Proliferation Treaty (NPT) nuclear weapons states to increase implementation and strengthen the NPT (AVC)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

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. (NEA)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						DNYA	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

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Increased ability to maintain law and order in the West Bank and Gaza, as measured by the World Bank Governance Indicator score (NEA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
25.2 N/A	22 (Baseline) New Indicator, No Rating	44.8 ▲ Above Target	49.3 ▲ Above Target	41.3 ▲ Above Target	50	Data available late CY 2013. DNYA	55	60

NEW APP INDICATOR: Military Officer MOU billets filled. (PM)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	New Indicator, No Rating	Staffed at 60%	60.2% ◄► On Target	Staffed at 75%	Staffed at 90%

NEW APP INDICATOR: POLAD billets filled. (PM)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	New Indicator, No Rating	92%	95% ▲ Above Target	94%	96%

NEW APP INDICATOR: Percentage of CSO engagements that were commended (in embassy cables, interagency documents, partner assessments, and non-USG documents) as strongly contributing to the ability of the U.S. Government or local partners to transform conflict dynamics. (CSO)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	New Indicator	N/A New Indicator, No Rating	65%	75%

NEW APP INDICATOR: Percentage of deployable CSO/CRC personnel who are deployed in support of field operations. (CSO)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	N/A	New Indicator, No Rating	40%	45%

NEW APP INDICATOR: Strengthened U.S.-Taiwan Relations, as measured by the annual number of formal talks, formal USG visits to Taiwan, third-party consultations to promote Taiwan's participation in international organizations, and Taiwan's progress towards meeting visa-waiver requirements. (AIT)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

Successful negotiation of bilateral information-sharing agreements with foreign governments under Homeland Security Presidential Directive 6 (HSPD-6). (CT)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	7 ▲ Above Target	15	16 ▲ Above Target	4	8

The number of key milestones achieved annually that improve the capabilities of nuclear scientists and foreign governments to combat nuclear smuggling and prevent terrorist acquisition of a nuclear weapon. (ISN)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

The number of key milestones achieved annually that strengthen the Nuclear Non-proliferation Treaty (NPT) and International Atomic Energy Agency (IAEA). (ISN)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

Strategic Goal 2:
Effectively manage transitions in the frontline states

In FY 2014 the Department's top priority in the Middle East is to promote continued political reforms across the region and strengthen civil society as a means toward realizing the aspirations of the people. The U.S. has long acknowledged the link between democratic governments, free societies, and peaceful nations, and it therefore targets diplomatic efforts and foreign assistance to encouraging free elections, democratic governance, protection of human rights, and sustainable education and public health care programs. The Department continues to promote human rights and democracy, working to secure a strong U.S. diplomatic and development presence to improve governance and stability in a region still rife with extremist influences. The frontline of these efforts is Afghanistan and Pakistan, and in Iraq the Department continues to build a durable and mutually beneficial relationship under the Strategic Framework Agreement (SFA) signed in 2008. In 2014, the Department seeks to implement fully the U.S.-Iraq SFA in the cultural, economic, judicial, political and security sectors. The Department's goals also include efforts to advance a stable Iraq in the heart of the Middle East, inclusive and effective democratic governance in Pakistan, and strengthening government legitimacy and civil society in Afghanistan. In 2014, as Afghanistan's security transition marks a new phase of U.S. engagement, the Department's top priority will be advancing the President's vision of a stable and prosperous South and Central Asia linked by a New Silk Road of transit and trade, with Afghanistan at its heart. Likewise, the Department's civilian and security efforts in 2014 in Pakistan are dedicated to ensuring a democratic Pakistan that is developing economically and contributing to peace and stability in the region.

State Operations Budget Resources for Strategic Goal 2

Budget resources are targeted toward efforts addressing political and economic security in the three frontline states noted above. The Department is requesting to allocate $1.83 billion toward Strategic Goal 2 in FY 2014, of which nearly $1.20 billion is for Overseas Contingency Operations (OCO), 66 percent. In this Strategic Goal, which focuses on the frontline states, the Department devotes the majority of its resources to peace, security, and opportunity in the Greater Middle East, political competition and consensus building, and good governance.

Performance Trends for Strategic Goal 2

The U.S. Government's relationship with Iraq has transitioned to a normal government-to-government dialogue under the U.S.-Iraq SFA. This transition is illustrative of similar transitions the State Department hopes to achieve in other frontline states. Over the last several years, Iraq has taken tangible steps towards strengthening its democratic institutions, reducing violence and threats to its national sovereignty, strengthening its economy and making its government more effective and accountable to the Iraqi people. Due to the World Bank's lag in reporting data, results for FY 2012 are not yet available.

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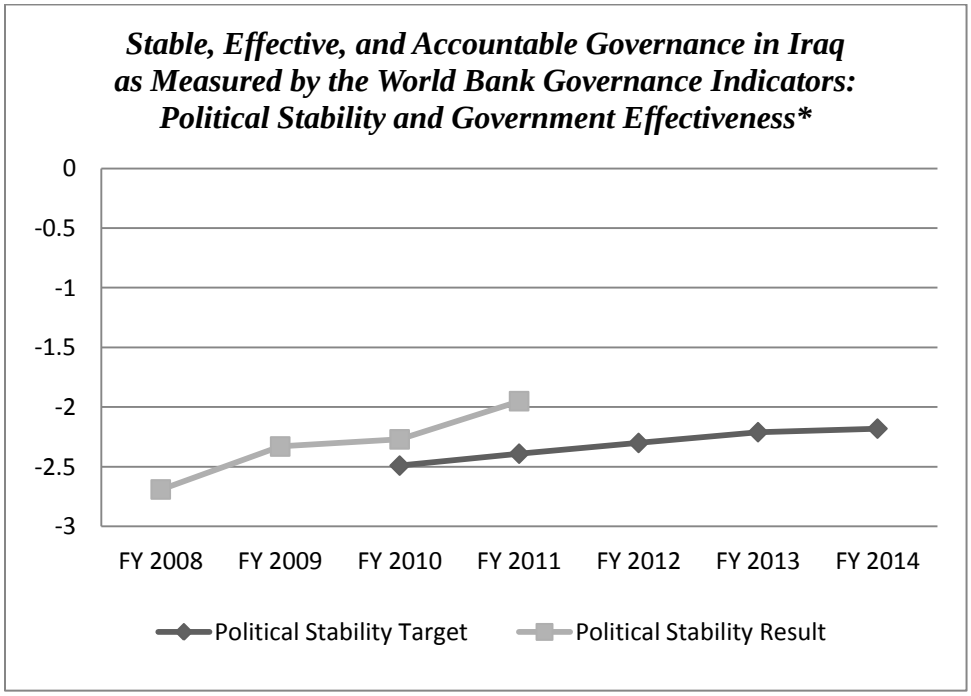
Analysis of Key Illustrative Indicator

FY 2012 data for the illustrative indicator relative to Strategic Goal 2 - *Stable, Effective, and Accountable Governance in Iraq as measured by World Bank Governance Indicators: Political Stability and Government Effectiveness* – is not yet available. Marking a change from last year, this year's indicator does not measure the rule of law or control of corruption in Iraq. By focusing more on Iraq's political stability and governmental effectiveness, the Department hoped to underscore the importance that security and internal cohesion play in ensuring Iraq's development as a sovereign, stable and self-reliant U.S. partner. This indicator uses a scoring scale from -2.5 to 2.5 (higher values equal greater democratic stability and government effectiveness). In 2010, Iraq's score on the political stability index was -2.27, and its score on the government effectiveness index was -1.23. To put that in the Middle East regional context, the regional average in 2010 on the political stability index was -0.23, and the government effectiveness index was -0.17.

The illustrative indicator for Iraq represents the results of the Department of State's efforts to build a stable, sovereign and self-reliant Iraq by partnering with Iraqi officials across a variety of sectors under the SFA. Since U.S. troop withdrawal in late 2011, those efforts have continued with the convening of five Joint Coordination Committee (JCC) meetings on topics ranging from political and diplomatic cooperation, to education and culture, law enforcement and the judiciary, defense and security, and energy. Participants at these JCC meetings agreed to deepen cooperation on issues ranging from security and combating terrorism to increasing educational exchange programs, supporting trade and finance reforms, and improving Iraq's critical energy infrastructure protection. Iraqi and American attendees at JCC meetings scheduled for the spring and fall 2013 will cover defense and security cooperation, political cooperation, strategic water issues, science and technology cooperation, and environmental regulatory framework development.

Participants at these JCC meetings agreed to deepen cooperation on issues ranging from security and combating terrorism to increasing educational exchange programs, and improving Iraq's critical energy infrastructure protection.



*The chart only shows targets and results for political stability.

Performance Trends for Strategic Goal 2

Strategic Goal 2: Effectively manage transitions in the frontline states	**FY 2014 Request** ($ in thousands)
	$1,829,024

(**Table Key:** DNYA - Data Not Yet Available)

Stable, Effective, and Accountable Governance in Iraq as measured by World Bank Governance Indicators: Political Stability (P) and Government Effectiveness (G). (NEA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
-2.81P; -1.67G; -2.04; -1.45 N/A	-2.69P; -1.41G; -1.87; -1.48 New Indicator, No Rating	-2.33P; -1.26G; -1.83; -1.38 ◀▶ Improved	-2.27P; -1.23G; -1.62; -1.32 ◀▶ Improved	-1.95P; -1.15G; -1.50; -1.22 ◀▶ On Target	-2.30P; -0.83G	Available late CY 2013. DNYA	-2.21P; -1.17G	-2.18P; -1.14G

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

This Strategic Goal aims to advance and protect human and individual rights, promote societies where the state and its citizens are accountable to laws, and expand opportunities for citizens to participate in broad based economic growth. The Department supports civil society and citizens alike in holding governments accountable, and being a strong voice for bringing opportunity to places where it is scarce. Through U.S. missions overseas, the Department advocates for fair treatment and a transparent investment climate so that all potential stakeholders have a fair and equitable chance to participate in expanding markets. Global growth creates conditions that advance democratic values and expand the number of countries that are effective partners with the United States in working toward a more stable, secure, healthy, and prosperous world.

State Operations Budget Resources for Strategic Goal 3

The Department is requesting to allocate approximately $727.91 million toward Strategic Goal 3 in FY 2014. In the FY 2014 budget request, the Department focuses the majority of its resources for Strategic Goal 3 in strengthening democratic political cultures, energy security and expansion of open markets for the creation of economic opportunities at home and abroad.

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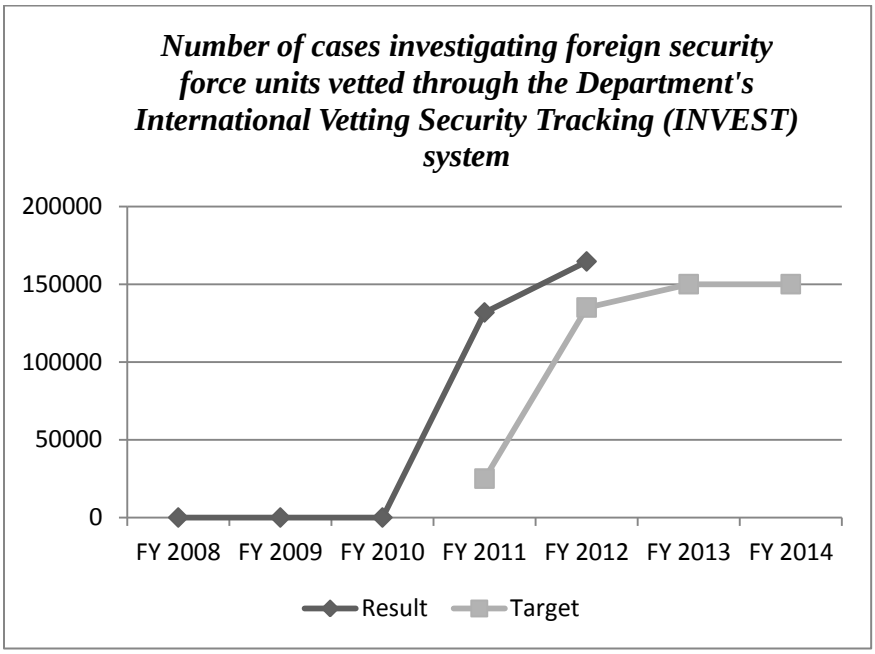
Performance Trends for Strategic Goal 3

Performance was assessed for indicators for which FY 2012 data were available at the time of publication. Of the 13 indicators relative to this Strategic Goal, the Department met or exceeded targets for 100 percent of indicators for which there are FY 2012 results currently available. None of the indicators fell short of their FY 2012 targets. There are eight new APP indicators, for which seven have no ratings.

Analysis of Key Illustrative Indicator

The Department exceeded the target for the illustrative indicator relative to Strategic Goal 3 – *Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking (INVEST) system*.

The Department works to eradicate oppressive practices and supports the implementation of measures that increase accountability among security forces. The Department's implementation of the Leahy Amendment, which prohibits the provision of U.S. assistance to foreign security units implicated in gross human rights violations, is a crucial aspect of the USG's effort to advance human rights, democracy and an end to impunity of security forces. The International Vetting Security Tracking database is a permanent record of the vetting process developed to comply with the Leahy laws. In FY 2012, 164,603 cases investigating foreign security force units were vetted through the Department's INVEST system, exceeding the established target of 135,000 and providing evidence of compliance with the Leahy laws. The Department will continue to build on these results in FY 2013.



PERFORMANCE OVERVIEW AND ANALYSIS

Performance Trends for Strategic Goal 3

Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being	**FY 2014 Request** ($ in thousands)
	$727,909

(**Table Key:** DNYA - Data Not Yet Available)

NEW APP INDICATOR: Annual percentage of reports and studies completed according to an established timeline during the fiscal year. (IJC)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	N/A	Baseline	91% (Baseline) New Indicator, No Rating	90%	90%

NEW APP INDICATOR: Improve governance in regional fisheries management organizations to provide for long-term implementable and enforceable science-based conservation and management regimes for fisheries stocks, as measured by the achievement of key annual milestones towards strengthening governance structures. (IFC)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

NEW APP INDICATOR: Increase access to information on democratic principles and governance through English language materials, as measured by the annual number of books distributed through the Asia Foundation's Books for Asia program. (TAF)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	N/A	Baseline	692,456 books (baseline) New Indicator, No Rating	700,000 books	700,000 books

PERFORMANCE OVERVIEW AND ANALYSIS

Increased civic activism in priority countries with repressive regimes, as measured by the percent of civil society activists and organizations able to sustain activities. (DRL)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	17.5% (Baseline) New Indicator, No Rating	20% ▲ Above Target	18.5%	41% ▲ Above Target	25%	30%

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. (WHA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	13 days; 11.7% (Baseline) New Indicator, No Rating	9 days; 12.3% ▲ Above Target	9 days; 11.2% ◄► Improved	8 days; 10.5%	9 days; 10.1% ◄► On Target	8 days; 10.0%	7 days; 9.0%

NEW APP INDICATOR: Number of UN Specialized Agencies funded by the CIO account demonstrating progress on reform targets established under phase II of the United Nations Transparency and Accountability Initiative (UNTAI). (CIO)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	N/A	3 (Baseline) New Indicator, No Rating	4	5

Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking (INVEST) system. (DRL)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	20,000 (Baseline) New Indicator, No Rating	131,810 ▲ Above Target	135,000	164,603 ▲ Above Target	160,000	160,000

Number of work programs established by partner economies leading to strengthened capacity for and measureable progress on developing and implementing Low Emission Development Strategies (LEDS) by the end of FY 2014. (OES)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						▲ Above Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

NEW APP INDICATOR: Percent of priority annual milestones completed as part of the 15-year maintenance plan (IBC)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	100% (Baseline) New Indicator, No Rating	100%	100%

NEW APP INDICATOR: Percentage of levee-raising and structural-rehabilitation construction work completed on the Rio Grande Flood Control System on an annual basis in terms of miles eligible for FEMA certification. (IBWC - C)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	29.3% (Baseline) New Indicator, No Rating	29.1%	12.5%

PERFORMANCE OVERVIEW AND ANALYSIS

NEW APP INDICATOR: Population (counted as number of people) benefitting each year from BECC-certified projects related to water and waste water treatment, solid waste management, air quality, water conservation, clean energy, and energy conservation. (BECC)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	5.070 million New Indicator, No Rating	2.6 million	2.6 million

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. (EUR)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
3.4 (CPI); 4.06 (FH) N/A	3.6 (CPI); 4.03 (FH) New Indicator, No Rating	3.6 (CPI); 4.04 (FH) ▲ Above Target	3.65 (CPI); 4.04 (FH) ▲ Above Target	3.49 (CPI); 4.07 (FH) ▲ Above Target	3.50 (CPI); 4.00(FH)	39.7 (CPI); 4.09 (FH) ▲ Above Target	CPI: 39.9 FH: 4.15	CPI: 40.2 FH: 4.3

NEW APP INDICATOR: Support to NGOs that helps develop and fund key initiatives that foster human rights, independent media and other essential democratic institutions, values, and processes as measured by the number of grants awarded in the fiscal year. (NED)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	1225 grants (baseline) New Indicator, No Rating	1250 grants	1260 grants

Strategic Goal 4:
Provide humanitarian assistance and support disaster mitigation

NOTE: Strategic Goal 4 is mainly supported by Foreign Assistance Funding and therefore, its performance trends will be addressed in the Annual Performance Plan/Annual Performance Report of the Foreign Operations volume of the FY 2014 CBJ.

Strategic Goal 5:
Support American prosperity through economic diplomacy

Through its economic and commercial diplomacy, the Department promotes U.S. business opportunities, encourages investment into the United States, and negotiates to create favorable climates for U.S. business activities overseas. The Department leads efforts to open markets and promotes global economic partnerships which will contribute to economic growth for the United States, its trading partners, and developing countries.

State Operations Budget Resources for Strategic Goal 5

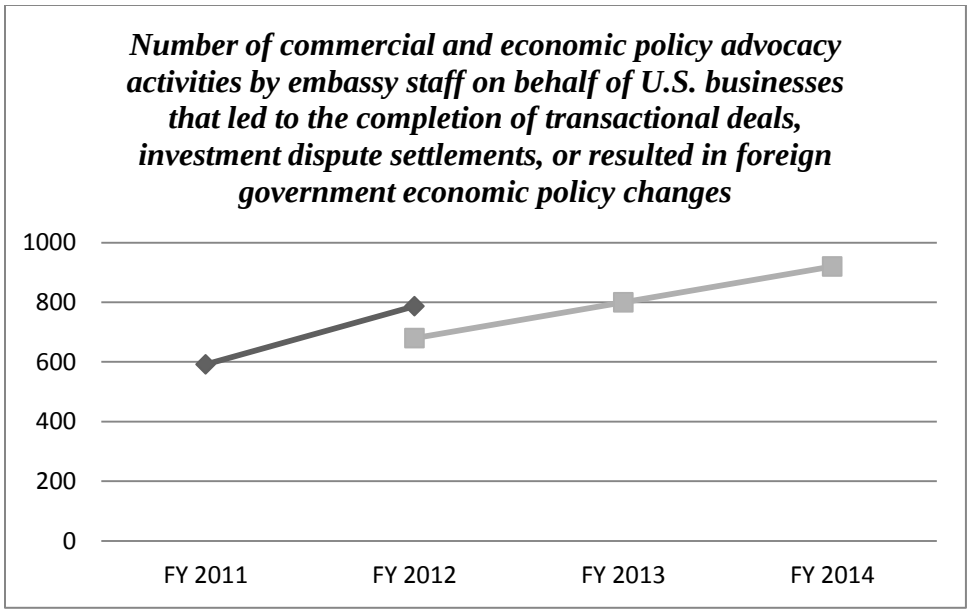
The Department is requesting to allocate $388.53 million toward Strategic Goal 5 in FY 2014. In the FY 2014 budget request, the Department focuses the majority of its resources for Strategic Goal 5 in energy security and expansion of open markets for the creation of economic opportunities at home and abroad.

Performance Trends for Strategic Goal 5

A total of five indicators apply to the Strategic Goal focused on economic diplomacy. The Department met or exceeded targets for four indicators for which there are results currently available. Data is not yet available for the remaining one indicator and one new APP indicator is listed. During FY 2012, the Department exceeded the target for the illustrative indicator relative to Strategic Goal 5 – *Increase in the number of market-oriented economic and commercial policy activities and accomplishments by 15 percent*. The indicator serves as a measure of the effectiveness of our diplomatic posts overseas to open markets for U.S. exports and advocate on behalf of U.S. businesses for commercial deals and investment disputes and changes in anti-competitive regulations.

Analysis of Key Illustrative Indicator

An increase in transactional deals completed, investment disputes resolved and changes in anti-competitive or discriminatory regulations is an essential part of fulfilling the President's National Export Initiative (NEI). The Department's efforts to institutionalize the Secretary's Economic Statecraft initiative, which in turn supports the President's NEI, strive to create a level playing field necessary for U.S. firms to succeed in exporting manufactured goods, agricultural products and services and competing for foreign tender offers. This in turn spurs job growth in the United States. It ensures that U.S. firms compete on the basis of technical and commercial merits and are not undermined by discriminatory regulations or by efforts by other governments' advocacy efforts on behalf of their firms.



Performance Trends for Strategic Goal 5

Strategic Goal 5: Support American prosperity through economic diplomacy	**FY 2014 Request** ($ in thousands)
	$388,529

(**Table Key:** DNYA - Data Not Yet Available)

China's Current Account Surplus as a Percentage of Gross Domestic Product. (EAP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	5.2% N/A	3.0% (new baseline) New Indicator, No Rating	2.5%	DNYA	2%	1%
Implementation of policies promoting sustainable energy technology to help the 1.3 billion people who currently lack access to modern energy (ENR)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation. (EB)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
2 countries; 12% New Indicator, No Rating	2 countries; 9.4% ◄► Improved	0 countries; 7% ▼ Below Target	4 countries; 16% ▲ Above Target	0 countries; 8% ◄► Improved	1 country; 5%	2 countries; 6% ▲ Above Target	1 country; 5%	1 country: 5%

NEW APP INDICATOR: Number of commercial and economic policy advocacy activities by embassy staff on behalf of U.S. businesses that led to the completion of transactional deals, investment dispute settlements, or resulted in foreign government economic policy changes. (EB)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	592 (Baseline) New Indicator, No Rating	680	787 ▲ Above Target	15 percent over FY2012: 800	15 percent over FY2013: 920

Transparency and governance principles are adopted by the international community. (ENR)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

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

The Department recognizes the central role of public diplomacy as an essential element of 21st Century statecraft and as an indispensible tool for achieving U.S. foreign policy goals. The Department is committed to strengthening America's engagement with the people of the world by enhancing mutual respect and understanding and creating partnerships aimed at solving common problems. As communication technology continues to evolve at a rapid pace, empowering and energizing non-elite publics around the world and challenging even the most authoritarian governments' monopoly on power, the United States faces new challenges and opportunities that require the Department to develop and implement complex multidimensional public engagement strategies that forge partnerships, mobilize

broad coalitions, and galvanize public opinion across all sectors of society. Over the past three years, the Department has developed the first detailed global strategy for public diplomacy in over a decade – a strategic framework for 21st Century public diplomacy ensuring that engagement with foreign audiences and public diplomacy resources are fully aligned with foreign policy objectives. Public diplomacy programs provide insight into American society to a broader international public, including youth and women, as well as opinion makers. By improving understanding of and respect for American society and values, the United States establishes the essential foundation for effective advocacy of policy goals to key audiences around the world.

State Operations Budget Resources for Strategic Goal 6

The Department is requesting to allocate $1.36 billion toward Strategic Goal 6 in FY 2014. In the FY 2014 budget request, the Department focuses the majority of its resources for Strategic Goal 6 to expand and strengthen People to People relationships including programs that provide educational and cultural exchanges.

Performance Trends for Strategic Goal 6

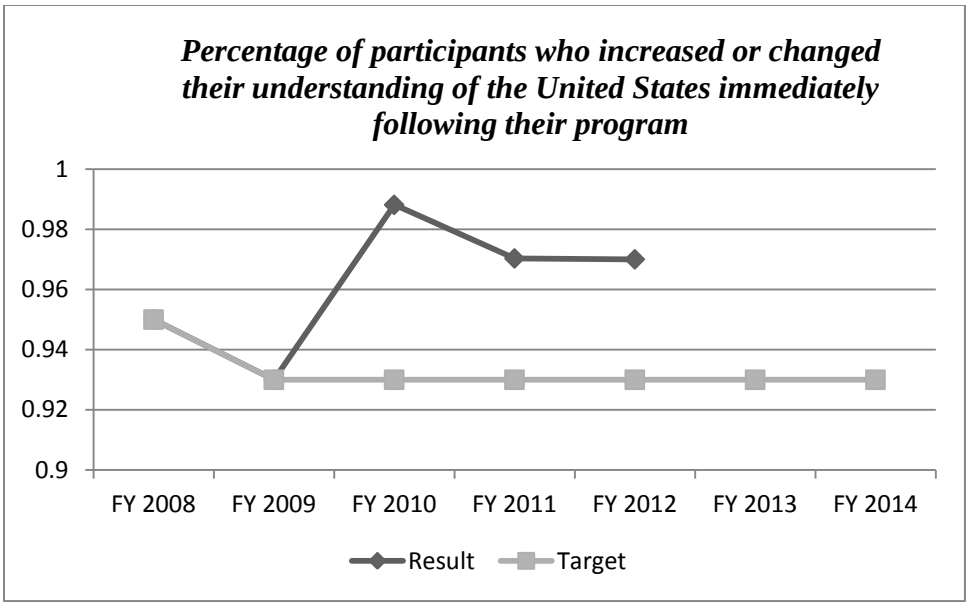
Performance was assessed for the nine Strategic Goal 6 indicators of which six are new APP indicators. During FY 2012, the Department met or exceeded targets for five of its nine indicators covering Strategic Goal 6. Of the remaining four indicators, three are indicators that draw data from an intensive biennial public diplomacy study, which is underway for FY 2013, and one is a new APP indicator that has baseline results but no rating.

Analysis of Key Illustrative Indicator

The Department exceeded its FY 2012 target for the illustrative indicator for Strategic Goal 6 – *Percentage of participants who increased or changed their understanding of the United States immediately following their program*. The data show the effectiveness of cultural exchange programs in positively reshaping foreign opinions of the United States. The Department uses trend data to assess the correlation between the participation in exchange programs and increased understanding and more favorable views of the United States among foreign audiences. This data collection effort underscores the importance of maintaining and leveraging an active alumni network of exchange participants who have benefited from a positive experience with the United States.

As part of this Strategic Goal, the Department assesses the percentage of participants in Department-sponsored exchange programs who increased or changed their understanding of the United States immediately following their program. The Department exceeded its FY 2012 target with 97 percent of respondents surveyed responding favorably, indicative of the Department's ability to establish a strong foundation for engaging critically important international audiences in a persuasive dialogue on U.S. policy goals.

PERFORMANCE OVERVIEW AND ANALYSIS



Performance Trends for Strategic Goal 6

Strategic Goal 6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world	**FY 2014 Request** ($ in thousands)
	$1,365,019

(**Table Key:** DNYA - Data Not Yet Available)

Number of articles accurately portrayed or broadcasted by journalists participating in Foreign Press Center programs. (PA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A New Indicator, No Rating	70 articles [Baseline] ◀▶ On Target	100 articles ◀▶ On Target	200 articles ◀▶ On Target	250 articles	250 articles ◀▶ On Target	300 articles	325 articles
NEW APP INDICATOR: Number of underserved Israeli-Arabs who have successfully completed their studies via the scholarship. (IASP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	89%	89% ◀▶ On Target	92%	90%

PERFORMANCE OVERVIEW AND ANALYSIS

Percent of foreign audiences with a better understanding of U.S. policy, society and values after exposed to International Information Programs, products, and activities. (IIP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
83% [Baseline] N/A	Biennial data collection DNYA	55%- revised baseline. ◀▶ On Target	Biennial data collection DNYA	87% ▲ Above Target	Biennial data	Biennial data collection DNYA	50%-66%	Biennial data collection

NEW APP INDICATOR: Percentage of East-West Center participants that stated they had a stronger understanding of Asia-Pacific/ U.S. relations after their programmatic activity. (EWC)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A New Indicator, No Rating	85%	85% ◀▶ On Target	93%	93%

NEW APP INDICATOR: Percentage of fellows who one year after fellowship have a more positive perception of themselves as leaders. (EEFP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	97% (Baseline) New Indicator, No Rating	97%	97%

Percentage of participants who increased or changed their understanding of the United States immediately following their program. (ECA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
93.00% [Baseline] N/A	95.00% ▲ Above Target	93% ◀▶ On Target	98.81% ▲ Above Target	97.03% ▲ Above Target	93.00%	97.00% ▲ Above Target	93.00%	93.00%

NEW APP INDICATOR: Percentage of participants who learned new ideas that they will be able to apply to their own work. (MEWD)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	95% strongly agree or agree	95% strongly agree or agree ◄► On Target	95%	100%

NEW APP INDICATOR: Percentage of public diplomacy participants who Initiated positive change in their local communities or local organizations as a result of PD products or programming. (PD)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	Bi-yearly indicator DNYA	74% ◄► On Target	Bi-yearly indicator DNYA	79% ▲ Above Target	N/A: bi-yearly indicator	Bi-yearly indicator DNYA	50% - 70%	N/A: bi-yearly indicator

NEW APP INDICATOR: Percentage of public diplomacy participants with an increased understanding of U.S. policy, society, or values as a result of PD products or programming. (PD)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	Bi-yearly indicator DNYA	72% ◄► On Target	Bi-yearly indicator DNYA	94% ▲ Above Target	N/A: bi-yearly indicator	Bi-yearly indicator DNYA	66% - 75%	N/A: bi-yearly indicator

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

The request represents the Department's ongoing investments to advance America's security and economic interests and its goal to serve, support, and protect U.S. citizens at home and abroad. The Department provides and maintains secure, safe, and functional facilities for its employees in the United States and overseas for both Department employees and those of other agencies. Overseas embassies are the diplomatic platform for the entire U.S. Government. Diplomatic security programs protect both people and national security information. The Department continues, in collaboration with the Department of Homeland Security and other agencies, to protect America's homeland with improved technology and efficiency at ports of entry and in visa processing, smarter screening technology, and more secure U.S. travel documents – both visas and passports. The Department of State assists American citizens to travel, conduct business, and live abroad securely. Approximately four million Americans reside abroad, and Americans make about 60 million trips overseas every year. The Department also assists parents by facilitating the return of or access to children wrongfully taken to or kept in another country.

Additionally, the Department pursues human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce through programs such as training to foster foreign language proficiency, public diplomacy expertise, and improved leadership and management skills. Supporting diplomacy through efficient and effective information technology is another area of management focus, as is the provision of world-class financial services.

State Operations Budget Resources for Strategic Goal 7

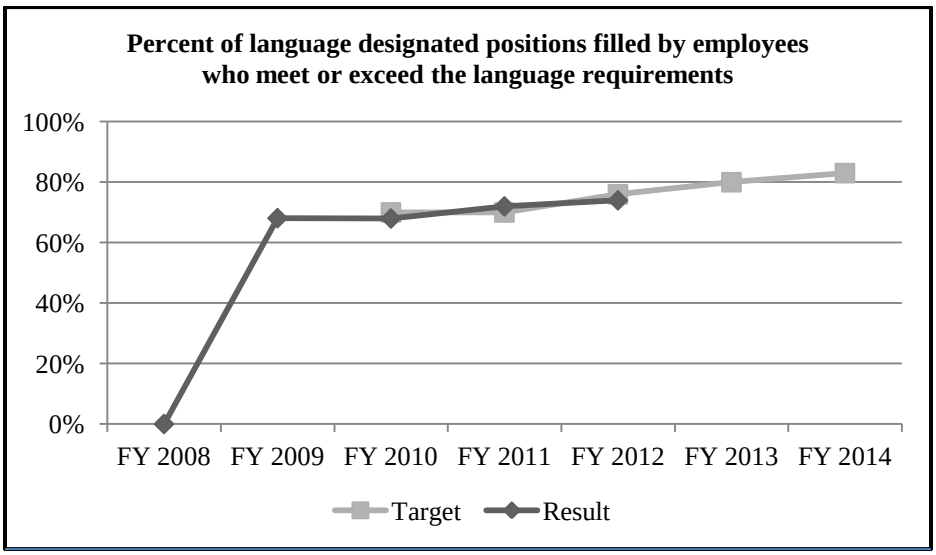
The Department is requesting to allocate $7.65 billion toward Strategic Goal 7 in FY 2014, of which $299.67 million is for Overseas Contingency Operations (OCO), with OIG. In the FY 2014 budget request, the Department focuses the majority of its resources in Strategic Goal 7 on operational capabilities and providing a secure infrastructure for the Department's workforce.

Performance Trends for Strategic Goal 7

A total of 30 indicators address the strategic priorities of the Management Strategic Goal. Performance was assessed for those indicators for which FY 2012 data were available at the time of publication. During FY 2012, the Department met or exceeded targets for 18 of its performance indicators and one is listed as improved. Eight performance indicators in this strategic goal were below target in FY 2012. The factors that contributed to not meeting the targets are further detailed in the identified CBJ bureau chapters. Ratings data were not available for three indicators at the time of this submission and of the 30 listed indicators seven are new APP indicators.

Analysis of Key Illustrative Indicator

In FY 2012, the Department met or exceeded expectations for the illustrative indicator relative to Strategic Goal 7 – *Percent of language designated positions filled by employees who meet or exceed the language requirements*. This performance indicator is a key measure of the joint State-USAID Agency Priority Goal for strengthening diplomacy and development by leading through civilian power. The State Department's ability to lead through civilian power and to maintain the highest standards of operational readiness is dependent on maintaining the right people with the right skills, providing necessary training, and deploying them strategically to meet the complex challenges of the day.



PERFORMANCE OVERVIEW AND ANALYSIS

Performance Trends for Strategic Goal 7

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally	**FY 2014 Request** ($ in thousands)
	$7,654,552

(**Table Key:** DNYA - Data Not Yet Available)

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. (CGFS - Additional Indicator)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A New Indicator, No Rating	Yes ◄► On Target	No ▼ Below Target	Yes ◄► On Target	No ▼ Below Target	Yes	Yes ◄► On Target	Yes	Yes

Average domestic Utilization Rate, in usable square feet (USF), of primary office space per person in the National Capital Region (A)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	122 (Baseline) New Indicator, No Rating	121	120 ▲ Above Target	121	121

Average duration and cost growth for capital construction projects completed annually. (OBO)

FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	9% duration ; 14% cost New Indicator, No Rating	18% duration; 18% cost ▼ Below Target	39.7% duration, 1.7% cost ▼ Below Target	25% duration; 5% cost	64.7% duration, 2.8% cost ▼ Below Target	25% duration; 5% cost	25% duration; 5% cost

PERFORMANCE OVERVIEW AND ANALYSIS

Cumulative variance from planned cost and schedule for the Integrated Logistics Management System (ITCF)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	-0.25%; - 0.80% [Baseline] New Indicator, No Rating	1.38%; - .04% ◄► On Target	1.7%; - .03% ◄► On Target	Both less than +/- 5%	1.6% -.06% ◄► On Target	Both less than +/- 5%	Both less than +/- 5%

Customer satisfaction with quality of, and access to, reliable and relevant information on travel.state.gov as measured by the overall ASCI score (out of 100). (CA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	75 out of 100 [Baseline] ◄► On Target	77 out of 100 ▲ Above Target	Exceed 77 out of 100	77 ▼ Below Target	Exceed 78 out of 100	Exceed 78 out of 100

NEW APP INDICATOR: Efficient and Effective Management Platforms (SCA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

NEW APP INDICATOR: Expand children and family services by increasing the number of staff and hours in the Employee Consultation Services (ECS) over the next five to seven years to respond to MED's growing patient population. (MED)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

PERFORMANCE OVERVIEW AND ANALYSIS

Foreign Service Institute language training success rate as measured by the percentage of State students in critical needs languages who attain skill objective. (FSI)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
87% ▲ Above Target	89% ▲ Above Target	80% ◄► On Target	88% ▲ Above Target	96% ▲ Above Target	80%	86% ▲ Above Target	80%	80%

NEW APP INDICATOR: Fully implement the Department's evaluation policy and practices by facilitating 50 new program evaluations by the end of FY 2014 and incorporating evaluation information in bureaus' and posts' planning and budget documents. (BP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	10	16 (baseline) ▲ Above Target	30	50

Improve the functionality of L's Records and Information Management Program (L)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

Key milestones for the modernization of the Harry S Truman Building. (A)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						▼ Below Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

PERFORMANCE OVERVIEW AND ANALYSIS

Length of time to complete 90 percent of Top Secret Clearance Single Scope Background Investigations or Secret Clearance National Agency Checks. (DS)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
55 days [Baseline] N/A	67 days ▼ Below Target	67 days ▼ Below Target	70 days ▲ Above Target	90% complete d within 74 days ◄► On Target	90% complete d within 74 days	90% completed within 81 days ▼ Below Target	90% within 114 days	90% within 114 days

Local Guard, Surveillance Detection and Residential Security Programs at Diplomatic Missions Conform with Overseas Security Policy Board (OSPB) Standards (12 FAH-6) (D&CP-WSP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.						◄► On Target	Qualitative Indicator. See corresponding CBJ chapter for detailed results and targets.	

NEW APP INDICATOR: Measurement of the number of fans, followers and viewers across DOS social media, 3rd party platforms, such as Facebook, Twitter, YouTube and Flickr, as captured by the Social Media Dashboard and other measurement tools. (IIP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	19,040,244 (baseline) New Indicator, No Rating	20,944,268.00	23,038,694.00

Meet increased computing demands and improves energy efficiency through an increased percentage of relevant Department servers virtualized and cloud computing efforts. (IRM)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	0% [Baseline] New Indicator, No Rating	25% ◄► On Target	40%	40% ◄► On Target	60%	70%

PERFORMANCE OVERVIEW AND ANALYSIS

Monetary benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines (OIG)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
$52.6 million N/A	$23 million ▲ Above Target	$26.4 million ▲ Above Target	$25.5 million ▲ Above Target	$261.9 million ▲ Above Target	$19.0 million	$33.8 million ▲ Above Target	$21.5 million	$22.5 million

NEW APP INDICATOR: Of those U.S. citizens who request and qualify for a repatriation loan, percentage to whom loans are disbursed. (RLPA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	100% (Baseline) New Indicator, No Rating	100%	100%

Percent of construction sites and buildings acquired and projects awarded in accordance with the approved Financial Plan (FinPlan) and priority work. (OBO)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	New indicator as of 5/1/09. DNYA	73% (See methodology) ◄► On Target	97% of target ▲ Above Target	100% of projects awarded ◄► On Target	85% of targeted sites	100% sites under contract ▲ Above Target	85% of targeted sites	85% of targeted sites

Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology) (HR)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	68.1% [Baseline] New Indicator, No Rating	68% ▼ Below Target	72% ▲ Above Target	76%	74% ▼ Below Target	80%	83%

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Percentage of passport applications processed within the targeted timeframe. (CA)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
71% ▼ Below Target	100% ◄► On Target	98.9% ▼ Below Target	100% ◄► On Target	100% ▲ Above Target	99%	100% ▲ Above Target	99%	99%

Percentage of positions filled by at-grade, in-cone employees. (AF)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
50 percent N/A	45 percent. ▼ Below Target	38%, down from 45%. ▼ Below Target	47 percent. ▲ Above Target	36 percent ▼ Below Target	48 percent.	51 percent ▲ Above Target	52 percent	52 percent

Percentage of recommendations resolved within the appropriate timeframe (six months for inspections and nine months for audits and evaluations) (OIG)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
88% N/A	87% ▲ Above Target	91% ▲ Above Target	79% ▼ Below Target	89% ▲ Above Target	86%	78% ▼ Below Target	87%	87%

Percentage of the Department's eleven primary data centers migrated, closed, or consolidated into two primary and two specialized data centers (IRM)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	[Baseline Year] New Indicator, No Rating	55% ◄► On Target	66%	66% ◄► On Target	80%	90%

PERFORMANCE OVERVIEW AND ANALYSIS

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. (Comptroller)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	95.6%; MO/CC 4.35; 4.22% New Indicator, No Rating	95%; MO/CC 3.27; 88.5% ◀▶ Improved	99.96%; MO/CC 3.17; 87% ▼ Below Target	99%; MO/CC N/A; 78% ▲ Above Target	95%; MO/CC N/A 95%	98.0%; N/A; 94% ◀▶ Improved	95%; 80%	95%; 80%

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. (Comptroller)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
60% [Baseline] N/A	68% ◀▶ On Target	88% ▲ Above Target	77% ▲ Above Target	85.2% ▲ Above Target	80%	84.8% ▲ Above Target	80%	80%

Staff Top Priority Posts: Afghanistan, Iraq, Pakistan (AIP) (HR)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	New Indicator, No Rating	97.4 percent ▼ Below Target	96 percent ▼ Below Target	95% for AIP ▼ Below Target	100% for AIP	95% for AIP ▼ Below Target	100% for AIP	100% for AIP

Strengthen case management systems so that fraud detection and tracking capabilities are available enterprise-wide as calculated as a percentage of stakeholders overall, who have access to the fraud case management system. (BSP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	100% ▲ Above Target	85%	33% ▼ Below Target	95% targeted stakeholders	100% targeted stakeholders

NEW APP INDICATOR: The number of unique hits to travel.state.gov. (BSP)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	Baseline	63,473,500 (Baseline) New Indicator, No Rating	70,000,000	75,000,000

NEW APP INDICATOR: The percentage of eligible claims for reimbursement of extraordinary protection to local and state law enforcement were paid-in-full as funds are available within the required timelines. (PFMO)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	N/A	100%	100% ◀▶ On Target	100%	100%

Third-Party Sustainable Building Certification for Domestic Owned and Delegated Facilities (LEED or CIEB, Energy Star or equivalent) (A - Additional Indicator)								
FY 2007	**FY 2008**	**FY 2009**	**FY 2010**	**FY 2011**	**Target**	**Result and Rating**	**FY 2013**	**FY 2014**
N/A	N/A	N/A	N/A	30% (Baseline) New Indicator, No Rating	35%	44% ▲ Above Target	50%	55%

Budget Resources by Strategic Goal

The following tables display by strategic goal the FY 2014 budget request for appropriations for Department of State operations which total $14.25 billion (not including Overseas Contingency Operations and fees). Separate tables display Fee-Based Resources by Strategic Goals and OCO. All tables include resources to support the people, platforms, and programs required by the Department of State to carry out foreign policy, including key components of the Department's operations and infrastructure, as well as U.S. engagement abroad through public diplomacy and international organizations. The request reflects the Department's critical role as a national security institution and identifies resources requested for diplomatic solutions to national security issues.

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($ in thousands)

New Strategic Goals	FY 2013 CR Level	FY 2014 Request
Appropriated Resources by Strategic Goal*	**$12,289,314**	**$14,255,770**
SG1: Counter threats to the United States and the international order, and advance civilian security around the world	$3,243,229	$3,718,885
SG2: Effectively manage transitions in the frontline states	$593,331	$629,554
SG3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being	$673,745	$727,909
SG4: Provide humanitarian assistance and support disaster mitigation	$68,470	$70,993
SG5: Support American democracy through economic diplomacy	$427,606	$388,529
SG6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world	$1,361,569	$1,365,019
SG7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government	$5,921,364	$7,354,881
Appropriated Resources Not Allocated by Strategic Goal**	**$187,205**	**$190,368**
Office of the Inspector General	$62,283	$69,406
International Commissions	$124,922	$120,962
Buying Power Maintenance	$0	$0
Foreign Service National Separation Liability Trust Fund Payment (non add)	*$36,332*	*$35,102*
Foreign Service Retirement & Disability Fund (non add)	*$158,900*	*$158,900*

*Fee-Based and Appropriated OCO Resources by Strategic Goal are listed separately below.
**Appropriated Resources Not Allocated by Strategic Goal: OIG and International Commissions (IC) are not allocated by Strategic Goal because they represent programs that support the Department of State as an institution rather than the diplomatic, consular, and management programs linked to Strategic Goals and Priorities.

Fee Based Resources by Strategic Goals

($ in thousands)

New Strategic Goals	FY 2013 CR Level	FY 2014 Request
Fee Based Resources by Strategic Goals**	**$2,755,549**	**$3,014,206**
SG1: Counter threats to the United States and the international order, and advance civilian security around the world	$1,305	$1,317
SG2: Effectively manage transitions in the frontline states	$0	$0
SG3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being	$0	$0
SG4: Provide humanitarian assistance and support disaster mitigation	$0	$0
SG5: Support American democracy through economic diplomacy	$54,505	$67,531
SG6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world	$376	$382
SG7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government	$2,699,363	$2,944,976

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($ in thousands)

OCO		
New Strategic Goals	**FY 2013 CR Level***	**FY 2014 Request****
Appropriated Resources by Strategic Goal	**$4,614,646**	**$1,499,141**
SG1: Counter threats to the United States and the international order, and advance civilian security around the world	$176,982	$0
SG2: Effectively manage transitions in the frontline states	$3,881,964	$1,199,470
SG3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being	$0	$0
SG4: Provide humanitarian assistance and support disaster mitigation	$0	$0
SG5: Support American democracy through economic diplomacy	$0	$0
SG6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world	$15,600	$0
SG7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government	$540,100	$299,671

*OCO funding for FY 2013 includes OIG, CSO, ESCM, and ECE.
**OCO funding for FY 2014 includes OIG, ESCM.

($ in thousands)

Old Strategic Goals	FY 2012 Actual
Appropriated Resources Allocated by Strategic Goals*	**$12,259,163**
SG1: Achieving Peace and Security	$5,388,409
SG2: Governing Justly and Democratically	$358,651
SG3: Investing in People	$200,637
SG4: Promoting Economic Growth and Prosperity	$375,504
SG5: Providing Humanitarian Assistance	$70,582
SG6: Promoting International Understanding	$684,285
SG7: Strengthening Consular and Management Capabilities	$5,181,095
Appropriated Resources Not Allocated by Strategic Goal**	**$186,066**
Office of the Inspector General	$61,904
International Commissions	$124,162
Buying Power Maintenance	$0
Foreign Service National Separation Liability Trust Fund Payment (non add)	*$40,927*
Foreign Service Retirement & Disability Fund (non add)	*$158,900*

*Fee-Based and Appropriated OCO Resources by Strategic Goal are listed separately below.
**Appropriated Resources Not Allocated by Strategic Goal: OIG and IC are not allocated by Strategic Goal because they represent programs that support the Department of State as an institution rather than the diplomatic, consular, and management programs linked to Strategic Goals and Priorities.

Fee Based Resources by Strategic Goals

($ in thousands)

Old Strategic Goals	FY 2012 Actual
Fee Based Resources by Strategic Goals	**$2,794,429**
SG1: Achieving Peace and Security	$30,852
SG2: Governing Justly and Democratically	$10,325
SG3: Investing in People	$10,325
SG4: Promoting Economic Growth and Prosperity	$57,677
SG5: Providing Humanitarian Assistance	$4,642
SG6: Promoting International Understanding	$62,176
SG7: Strengthening Consular and Management Capabilities	$2,618,432

($ in thousands)

OCO	
Old Strategic Goals	**FY 2012 Actual**
Appropriated Resources Allocated by Strategic Goal	**$4,614,646**
SG1: Achieving Peace and Security	$2,824,962
SG2: Governing Justly and Democratically	$0
SG3: Investing in People	$0
SG4: Promoting Economic Growth and Prosperity	$0
SG5: Providing Humanitarian Assistance	$0
SG6: Promoting International Understanding	$15,600
SG7: Strengthening Consular and Management Capabilities	$1,774,084

*OCO funding for FY 2012 includes OIG-MERO, CSO, ESCM, and ECE.

State-USAID Agency Priority Goals

Under the leadership of the Secretary of State, the Department of State and USAID developed a new strategic approach to accomplishing their shared mission, focusing on robust diplomacy and development as central components to address global challenges. State and USAID submitted eight outcome-focused Agency Priority Goals (APGs) that reflect the Secretary's and USAID Administrator's highest priorities. These near-term goals advance the Joint Strategic Goals, reflect USAID and State strategic and budget priorities, and will continue to be of particular focus for the two agencies through FY 2013. In FY 2014, the Department and USAID will develop new APGs that are outcome-based goals that reflect the Secretary's and Administrator's highest priorities through FY 2015.

In addition to quarterly reporting to OMB on the status of meeting key milestones and performance targets for each APG, the GPRA Modernization Act requires that APG goal owners meet with senior agency leadership to assess performance data, discuss successes and challenges, and identify any actions necessary to ensure goal achievement. A process has been developed for conducting joint data-driven reviews for State-USAID APGs that brings together goal leaders with the Deputy Secretary of State and the USAID Assistant Administrator. Goal owners are assisted in the preparation of presentation materials with feedback from State and USAID Performance Improvement Officers as well as by a support team comprised of staff from the Office of Foreign Assistance Resources and the Bureau of Budget and Planning.

The APGs are listed below under the applicable joint State-USAID Strategic Goal. Currently, there are no APGs reflected for Strategic Goals 1, 4, and 6.

Figure 11: At-A-Glance: Agency Priority Goals (APGs), FY 2012-FY 2013

Agency Priority Goal (APG)	Goals
Strategic Goal 2: Effectively manage transitions in the frontline states.	
Afghanistan	**Goal:** With mutual accountability, assistance from the United States and the international community will continue to help improve the Government of the Islamic Republic of Afghanistan's (GIRoA) capacity to meet its goals and maintain stability. Bonn Conference commitments call on GIRoA to transition to a sustainable economy, namely improve revenue collection, increase the pace of economic reform, and instill a greater sense of accountability and transparency in all government operations. Strengthen Afghanistan's ability to maintain stability and development gains through transition. By September 30, 2013, USG assistance delivered will help the Afghan government increase domestic revenue level from sources such as customs and electrical tariffs from 10% to 12 % of GDP.
	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Afghanistan: • The Economic Growth and Governance Initiative (EGGI) • Afghanistan Reconstruction Trust Fund (ARTF) • Afghanistan Civil Service Support • The Expanded Border Security and Related Programs Initiative • Counternarcotics Justice and Anti-Corruption Project **The Department of State and USAID are collaborating with the following external agencies to provide economic and technical assistance:** • Department of the Treasury • Department of Agriculture • Department of Commerce • Federal Aviation Administration
	Indicators: • Domestic revenues as a percentage of Gross Domestic Product • Percentage U.S. Government (USG) Development assistance provided "on budget"

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Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.	
Democracy, Good Governance, and Human Rights	**Goal:** Advance progress toward sustained and consolidated democratic transitions in Bahrain, Egypt, Iran, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia, West Bank/Gaza, and Yemen. By September 30, 2013, help support continued progress toward or lay the foundations for transitions to accountable, electoral democracies in the Middle East and North Africa (MENA) that respect civil and political liberties and human rights.
	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Democracy: • Middle East Partnership Initiative (MEPI) • Democracy, Human Rights, and Governance **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Democracy:** • The National Security Council • The Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP) • DOJ's Office of Overseas Prosecutorial Development Assistance and Training (OPDAT) • The Department of Defense • The Department of Labor and the United States Trade Representative • The Millennium Challenge Corporation (MCC)
	Indicators: • Support 100% of national-level democratic elections that occur in the region during the reporting period. • Assist 35 and 70 political parties and political groupings across the region to help them develop more programmatic platforms and policy agendas • Support local civil society organization (CSO) engagement in the process of drafting and passing 7 laws, policies, or law/policy modifications affecting the civil society enabling environment in Egypt, Jordan, Lebanon, Morocco, Yemen, and WB/Gaza. platforms and policy agendas • Support 855 and 512 local civil society organizations to engage in advocacy interventions. • Leverage diplomatic and assistance tools to improve the human rights situation. Improvements in the human rights will be measured qualitatively by the Department of State Human Rights country reports.

Climate Change	**Goal:** Advance low emissions climate resilient development. Lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national emissions trajectories through 2020 and the longer term. By the end of 2013, U.S. assistance to support the development and implementation of Low Emission Development Strategies (LEDS) will reach 20 countries (from a baseline of 0 in 2010). This assistance will be strategically targeted and will result in strengthened capacity for and measureable progress on developing and implementing LEDS by the end of 2014.

	The Department of State and USAID are undertaking the following internal programs to achieve the APG for Climate Change: • Forest Carbon, Markets & Communities (FCMC) • Low Emission Asian Development (LEAD) • Analysis and Investment for Low Emission Growth (AILEG) • Mobilizing Private Sector Finance for Low Emission Development • Capacity building for GHG inventories • Technical support for global climate change, clean energy and low emission development **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Climate Change:** • Department of Energy • Environmental Protection Agency • U.S. Department of Agriculture • U.S. Forest Service
	Indicators: • Number of countries expressing interest and/or engaged in cooperation on LEDS • Number of agreed work programs established • Number of countries in which USG technical assistance for EC-LEDS has been initiated • For countries that have initiated assistance by January 1, 2013, number of U.S. country teams meeting U.S. Fiscal Year 2013 targets for strengthened capacity for and measurable progress on developing and implementing LEDS. (Progress against these targets will be measured annually.) • Number of U.S. country teams meeting U.S. Fiscal Year 2014 targets for strengthened capacity for and measurable progress on developing and implementing LEDS. (Progress against these targets will be measured annually.
Food Security	**Goal:** Increase Food Security in Feed the Future focus countries in order to reduce prevalence of poverty and malnutrition. By the end of FY 2013, agricultural profitability will improve, on average, by 15% among Feed the Future beneficiary farmers, and one million children under age 2 will experience improved nutrition due to increased access to and utilization of nutritious foods (prevalence of receiving a minimum acceptable diet).
	USAID is undertaking the following internal programs to achieve the APG for Food Security: • President's Global Hunger and Food Security Initiative (Feed the Future (FTF) • Food for Peace (FFP) **USAID is collaborating with the following external agencies to achieve the APG for Food Security:** • Department of the Treasury • Department of Agriculture • Millennium Challenge Corporation • Peace Corps • Office of the U.S. Trade Representative

	Indicators: • Key indicator: Percent change in gross margins per unit of land, or animal of selected products (crops/animals selected by country). The difference between the total value of production of the agricultural product (crop, livestock, fish) and the cost of producing that item, divided by the total number of units in production —known as gross margins—of selected products (annual); profit organizations (annually) • Key indicator: Prevalence of children 6-23 months receiving a minimum acceptable diet in Feed the Future zones of influence (annual) • Results indicator: Percent change of value of intra-regional trade in targeted agricultural commodities • Mid-level key indicator: Number of farmers and others who have applied new technologies or management practices, as a result of USG assistance (annual) • Mid-level key indicator: Number of children under five reached by nutrition programs in Feed the Future zones of influence (annual) • Feed the Future countries will perform economic analysis (USAID Bureau for Food Security-approved cost-benefit analysis) to inform investment decisions and project target formulation.

Global Health	**Goal:** By September 30, 2013, the Global Health Initiative (GHI) will seek the creation of an AIDS-free generation, save the lives of mothers and children, and protect communities from infectious diseases by: a) decreasing incident HIV infections in the President's Emergency Plan for AIDS Relief (PEPFAR)-supported Sub-Saharan African countries by more than 20 percent; b) reducing the all-cause mortality rate for children under five by 4 deaths/1,000 live births in USAID priority countries; c) increasing the percent of births attended by a skilled doctor, nurse, or midwife by 2.1 percent in USAID priority countries; and d) increasing the number of people no longer at risk for lymphatic filariasis (in the target population) from 7.7 million to 63.7 million in USAID-assisted countries.
	The Department of State and USAID are undertaking the following five programs to achieve the APG for Global Health: • HIV/AIDS • Maternal Health and Child Health • Family Planning and Reproductive Health • Malaria • Other Public Health Threats

	Indicators: • Reduction of incident HIV infections in PEPFAR-supported Sub-Saharan African (SSA) countries by more than 20% • Prevention of mother to child transmission (PMTCT) antiretroviral therapy coverage • Voluntary male circumcision coverage in 14 target countries • Proportion of total condoms supported by PEPFAR • Number of persons currently on antiretroviral therapy • Number of HIV-positive pregnant women receiving antiretroviral prophylaxis (semi-annual) per annum • Percent of births attended by a skilled doctor, nurse or midwife • All-Cause Mortality rate of children under five (annual) • Number of Malaria Rapid Diagnostic Tests (RDT) procured • Number of target population no longer at risk for Lymphatic Filariasis (millions) • Number of neglected tropical disease (NTD) treatments delivered through USG-funded programs • Modern method contraceptive prevalence rate: % of reproductive age women in union who are currently using a modern method of contraception (annual) • Percentage of annual target value of family planning commodities shipped

* New footnote for Agency Priority Goals table.

Strategic Goal 5: Support American prosperity through economic diplomacy.	
Economic Statecraft	**Goal:** Through our more than 200 diplomatic missions overseas, the Department of State will promote U.S. exports in order to help create opportunities for U.S. businesses. By September 30, 2013, diplomatic missions overseas will increase the number of market-oriented economic and commercial policy activities and accomplishments by 15 percent.
	The Bureau of Economic and Business Affairs (EB) is undertaking the following internal programs to achieve the APG for Economic Statecraft: • Trade • Investment • Business promotion • Entrepreneurship programs • Business outreach **EB is collaborating with the following external agencies to achieve the APG for Economic Statecraft:** • Department of Commerce • Department of the Treasury • Department of Transportation • USAID • World Trade Organization • Organization for Economic Co-operation and Development
	Indicators: • Number of commercial and economic policy advocacy activities by embassy staff on behalf of U.S. businesses that led to the completion of transactional deals, investment dispute settlements, or resulted in foreign government economic policy changes. • Number of outreach events by Embassy staff to U.S. businesses overseas and business multiplier organizations.

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Strategic Goal 7: Build a 21st Century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure US government presence internationally.	
Management	**Goal:** Strengthen diplomacy and development by leading through civilian power. By September 30, 2013, the State Department and USAID will reduce vacancies in high priority positions overseas to zero percent and 10 percent, respectively, and will reduce instances of employees not meeting language requirements to 24 percent and 10 percent, respectively.
	The Department State and USAID are undertaking the following internal programs to achieve the APG for Management: • Service Recognition Packages for people assigned to Afghanistan, Iraq and Pakistan • Linked assignments for Afghanistan, Iraq and Pakistan • Civil Service Limited Non-Career Appointments (LNAs) for hard-to-fill positions in Afghanistan, Iraq and Pakistan • Consular Affairs LNA Program for China and Brazil • FSI Language Training **The Department of State and USAID are collaborating with the following external agencies to achieve the APG for Management:** • U.S. military • National security partners
	Indicators: • State and USAID: Staff top priority posts • State and USAID: Percent of language designated positions filled by employees who meet or exceed the language requirements • State: Ensure that 80 percent of nonimmigrant visa applicants are interviewed within three weeks of receipt of application recognizing that resource and security considerations and the need to ensure provision of consular services to U.S. citizens may dictate specific exceptions.
Procurement Management/Local Development Partners	**Goal:** Strengthen partner government capacity and local civil society and private sector capacity to improve aid effectiveness and sustainability, by working closely with our implementing partners on capacity building and increasing implementation through partner country systems, local grant and contract allocations. By September 30, 2013, USAID will expand local development partners from 746 to 1200.
	USAID is undertaking the following internal programs to achieve the APG for Procurement: • Development Grants Program
	Indicators: • Percentage of program funds obligated through local systems, including cash transfers (annually) • Number of awards made directly to local organizations (annually)

Program Evaluation

Program Evaluation at the Department of State: FY 2012 Accomplishments
The Department of State (DOS) and USAID have made major progress since release of the Quadrennial Diplomacy and Development Review report in December 2010 to institutionalize a process of monitoring and evaluation at both agencies. USAID put in place a new evaluation policy in January 2011 and the Department did likewise in February 2012.

Since the implementation of its new evaluation policy, the Department has aggressively moved forward on efforts to build a foundation for the use of evaluation findings to inform: a) the establishment or revision of the Agency's strategic objectives; b) budgetary and programmatic decisions; and c) strategies that support the use of evaluations and performance data (e.g., indicators) to improve Agency decision-making.

In FY 2012, the Department focused implementation of the evaluation policy at the bureau level, i.e., at bureaus based in Washington, DC (roll-out of an evaluation policy for posts is planned for 2013). Progress was made in FY 2012 on three major fronts: capacity building; supporting rigorous, high-quality evaluations of programs, projects, initiatives, approaches, etc.; and development of two-year Bureau Evaluation Plans (BEP) tied to a bureau's strategic objectives. The following is a synopsis of accomplishments in FY 2012:

Capacity Building. The Department developed and provided interim evaluation training to regional, functional and management bureau staff to strengthen their understanding of evaluations and capacity to plan and budget for evaluations. The interim training served as a precursor to professionally-developed training courses that became available in FY 2013 under the auspices of the Department's Foreign Service Institute (FSI). In addition, a 100-person DOS Evaluation Community of Practice (CoP) representing more than 30 DOS bureaus and USAID staff meets monthly to share standards and best practices and serves as a forum for working through complex evaluation issues.

Supporting High-Quality Evaluations. The Department awarded five Indefinite Delivery/Indefinite Quantity (IDIQ) contracts to facilitate contractual services for the evaluation of the Agency's diplomatic and development efforts. While emphasizing the importance of independently-conducted evaluations, an objective of implementation of the IDIQ (as well of capacity building efforts) is to help bureaus determine the most rigorous study designs appropriate for their bureaus' programs/projects/efforts given their size, stage of development and other factors. In addition, the Department issued comprehensive evaluation guidelines on the planning, managing, and conduct of evaluations. Both the evaluation policy and evaluation guidelines stress the rigor and independence of performance and impact evaluations—the two principal types of evaluations carried out by the Department's bureaus.

Bureau Evaluation Plans (BEPs). The Department's evaluation policy requires all bureaus to put in place a Bureau Evaluation Plan that describes two to four evaluations to be completed by FY 2014. Bureaus submitted BEPs in the Spring 2012 to the Directors of Budget and Planning (BP) and the Office of U.S. Foreign Assistance Resources (F) proposing 100 evaluations to be completed. These 100 evaluations represent a 500% increase over FY 2011 and include evaluations for economic statecraft, PEPFAR, security initiatives, domestic passport workload management, conflict stabilization operations, and rule of law programs, among others. BEPs are informed by the bureau's strategic objectives as outlined in the Joint Regional Strategy (for regional bureaus) and the Functional Bureau Strategy (for functional and management bureaus).

Next Steps for the Department

The evaluations underway, combined with ongoing implementation of the evaluation policy, have begun to instill a culture of evaluation envisioned by the QDDR. Further implementation efforts in FY 2013 include the roll-out of comprehensive training on an ongoing basis in the form of two FSI-supported courses: "Managing Evaluations" and "Evaluation Designs and Data Collection Methods." Second, the DOS Evaluation Community of Practice will help guide implementation of a study in FY 2013 on the evaluation of "diplomacy" (defined as the pursuit of U.S. national interests through political, peace building, economic, environmental and cultural spheres). Third, the CoP will work with the Directors of F and BP on development of evaluation policy for posts. Preliminary work on evaluation policy for posts was initiated in FY 2012.

These and other implementation strategies are positioning the Department to more effectively plan and budget for, implement, and make active use of evaluations for Agency decision-making.

Management Challenges

In its FY 2012 annual assessment, the Department's Office of Inspector General (OIG) identified the most serious management and performance challenges for the Department to be in the following areas:

1. Protection of People and Facilities
2. Contract and Procurement Management
3. Information Security and Information Management
4. Financial Management
5. Military to Civilian-Led Transitions—Iraq and Afghanistan
6. Foreign Assistance Coordination and Oversight
7. Diplomacy with Fewer Resources
8. Public Diplomacy
9. Effective Embassy Leadership
10. Consular Operations

The OIG's assessment, which can be found on pages 146-155 of the FY 2012 *Agency Financial Report*, was based on its review of recent information from a variety of sources including reports done by OIG, GAO and Congressional Committees. In response to recommendations contained in the reports, the Department's bureaus and offices took a number of corrective actions. Information on actions taken and actions remaining on the challenges can be found on pages 156-168 of the FY 2012 *Agency Financial Report*. The most recent version of the *Agency Financial Report* can be found at the following website: *http://www.state.gov/s/d/rm/c6113.htm*

Discontinued Indicators

As discussed in the upfront section entitled, Selection Criteria for Performance Indicators", the Department of State has shifted to more outcome-oriented performance measurement and adopted SMART performance criteria for developing and selecting performance measures for the Annual Performance Plan. For FY 2012, due to changes in the planning and budgeting process the following listed 38 indicators with performance data are proposed for discontinuation in the FY 2012 Annual Performance Report. To view actual performance for every discontinued indicator, see: http://www.state.gov/documents/organization/203415.pdf There are 38 indicators proposed for discontinuation: eleven from Strategic Goal 1, eleven from Strategic Goal 3, one from Strategic Goal 4, three from Strategic Goal 5, one from Strategic Goal 6, and eleven from Strategic Goal 7.

Discontinued within Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world
Average number of civilian responders deployed per month. **(Conflict Stabilization Operations)**
Average rating denoting degree to which UN Peacekeeping Missions in Near East Asia funded through the Contributions for International Peacekeeping Activities Account (CIPA) achieve pre-established U.S. Government objectives. **(International Organization Affairs)**
Average rating denoting degree to which United Nations peacekeeping missions in Africa funded through the Contributions for International Peacekeeping Activities Account (CIPA) achieve pre-established U.S. Government objectives. **(International Organization Affairs)**
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). **(East Asian and Pacific Affairs)**
Number of bilateral and multilateral joint military exercises in the Near East region. **(Near Eastern Affairs)**
Number of countries in sub-Saharan Africa that are rated as "critical" by the Fund for Peace Failed States Index. **(African Affairs)**
Number of NEA countries with Financial Intelligence Units that meet the standards of the Egmont Group. **(Near Eastern Affairs)**
Numeric assessment of South Sudan in the Failed States Index created by the Fund for Peace. **(African Affairs)**
Numeric assessment of Sudan in Failed States Index created by the Fund for Peace **(African Affairs)**
Status of Iran's Nuclear Weapons Program and Adherence to Nuclear Nonproliferation Treaty Obligations. **(International Security and Nonproliferation)**
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. **(Arms Control, Verification, and Compliance)**

Discontinued within Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being
Average percentile score for sub-Saharan Africa on the World Bank Institute's Worldwide Governance Rule of Law Indicator (Scale = 0 to 100). **(African Affairs)**
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. **(Economic and Business Affairs)**
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. **(Democracy, Human Rights, and Labor)**
Increased labor rights in priority countries, as measured by the percentage of countries with progress on workers' rights to freedom of association after sustained U.S. Government diplomatic and/or programmatic engagement. **(Democracy, Human Rights, and Labor)**
Level of corruption in China as measured by the World Bank's Control of Corruption percentile rank. **(East Asian and Pacific Affairs)**
Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports. **(African Affairs)**
Median World Bank Regulatory Quality Estimate for developing countries (range -2.5 to +2.5). **(Economic and Business Affairs)**
Number of countries that meet criteria for Food Security Phase 2 funding **(Secretary/Executive Secretariat)**
Number of work programs established by partner economies leading to completion of 20 Low Emission Development Strategies that contain concrete actions by 2013. **(Oceans, Environment and Science)**

PERFORMANCE OVERVIEW AND ANALYSIS

Discontinued within Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being
Percentage of Total Latin America Primary Energy Supply Comprised of Alternative Fuels (renewables, biofuels, and geothermal). **(Western Hemisphere Affairs)**
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. **(Oceans, Environment and Science)**

Discontinued within Strategic Goal 4: Provide humanitarian assistance and support disaster mitigation
Percentage of internally displaced persons and refugee returnees surveyed who responded that they feel safe in their location of return **(Near Eastern Affairs)**

Discontinued within Strategic Goal 5: Support American prosperity through economic diplomacy
Establishment and promulgation of an Energy Security Strategy. **(Energy Resources)**
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. **(Economic and Business Affairs)**
Percentage of world energy supplies from non-oil sources. **(Energy Resources)**

Discontinued within Strategic Goal 6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world
Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IIP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community. **(International Information Programs)**

Discontinued within Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally
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) **(Consular Affairs)**
Completion and timely submission of the post Annual Inspection Summary (AIS) and annual maintenance plans. **(Overseas Buildings Operations)**
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. **(Consular Affairs)**
Percent of medical reviews and clearances completed within 30 days. **(Medical Services)**
Percentage of major management systems integrated into the Enterprise Data Warehouse (EDW). **(Information Resource Management)**
Percentage of overseas positions that are vacant **(Human Resources)**
Percentage of United Nations Specialized Agencies funded by the Contributions for International Organizations account (FAO, IAEA, ICAO, ILO, IMO, ITU, UNESCO, UPU, WHO, WIPO, and WMO) that have demonstrated progress on 5 or more goals of the United Nations Transparency and Accountability Initiative. **(International Organization Affairs)**
Ratio of Change between Cost/Seat and Rent, expressed as a factor. **(Administration)**
Status of Domestic Facility Greening at the Department of State. **(Administration)**
Total cumulative number of United States Government personnel moved into more secure, safe, and functional facilities since 2000. **(Overseas Buildings Operations)**
Vacancy rate for Civil Service positions. **(Human Resources)**