

United States Department of State  
United States Agency for International Development

# FY 2024 Annual Performance Plan

# FY 2022 Annual Performance Report



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# Department of State and USAID Overview

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## Introduction

The Fiscal Year (FY) 2024 Annual Performance Plan (APP) and the FY 2022 Annual Performance Report (APR) for the Department of State (State, or the Department) and the U.S. Agency for International Development (Agency, or USAID) presents State and USAID progress towards achieving the strategic objectives (SOs), performance goals (PGs), and Agency Priority Goals (APGs) articulated in the FY 2022 – 2026 State-USAID Joint Strategic Plan (JSP).

To ensure responsible and efficient stewardship of funds, State and USAID implement planning and performance management policies and practices aligned with legislation, including the Foreign Aid Transparency and Accountability Act of 2016 (FATAA), the Program Management Improvement Accountability Act of 2016 (PMIAA), the Foundations for Evidence-Based Policymaking Act of 2018 (the Evidence Act), and the Government Performance and Results Act Modernization Act of 2010 (GPRAMA). In addition, State and USAID coordinate initiatives in strategic planning and performance management at the Agency, Bureau, and country levels to promote collaboration, efficiency, and effectiveness.

For further information on State and USAID’s approaches to strategic planning and performance management, use of evidence, and programs, please visit <https://www.performance.gov/agencies/dos> and <https://www.performance.gov/agencies/usaaid>; <https://www.state.gov/foreign-assistance-resource-library/> and <https://www.usaid.gov/results-and-data/planning>. Annexes 1 and 2 of the FY 2024 Congressional Budget Justification will be available at <https://www.state.gov/plans-performance-budget/>.

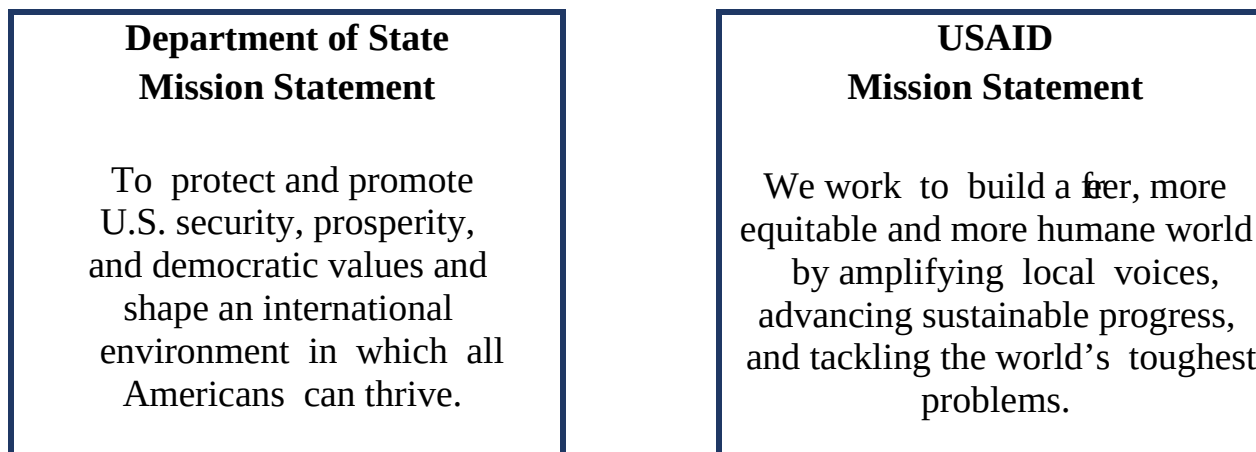
## Organizational Background

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 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. Government. The Secretary of State is the President’s principal foreign policy advisor and implements the President’s foreign policy worldwide through the Department and its employees.

USAID is the U.S. Government’s lead international development and humanitarian assistance agency and leads the world in providing development and humanitarian assistance to promote security and improve economic conditions. USAID plans its development and assistance programs based on needs identified in coordination with partner countries and/or communities in support of U.S. foreign policy objectives. USAID collaborates with the Department and other U.S. government departments and agencies, Congress, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, non-governmental organizations (NGOs), and local communities.

Information on the organizational structure of the Department and USAID can be found at <https://www.state.gov/department-of-state-organization-chart/> and [www.usaid.gov/who-we-are/organization](http://www.usaid.gov/who-we-are/organization), respectively.

### **Mission Statements, Strategic Goals, and Objectives**



The following chart provides an overview of the Department of State and USAID Joint Strategic Plan, including goals and objectives for FY 2022 – 2026. The complete JSP is available at <https://www.state.gov/joint-strategic-plan/> and at <https://www.usaid.gov/results-and-data/planning>.

**GOAL 1:**  
Renew U.S. leadership and mobilize coalitionsto address the global challenges that have the greatest impact on Americans’ security and well-being.

**GOAL 2:**  
Promote global prosperity and shape an international environment in which the United Statescan thrive.

**GOAL 3:**  
Strengthen democratic institutions, upholduniversal values, and promote human dignity

**GOAL 4:**  
Revitalize the diplomatic and development workforce and institutions

**GOAL 5:**  
Serve U.S. Citizens around the world andfacilitate secure international travel

**Objective 1.1:** Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.

**Objective 1.2:** Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

**Objective 1.3:** Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in responseto international disasters and humanitarian crises overseas.

**Objective 1.4:** Lead alliesand partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.

**Objective 1.5:** Enhance foreign publics’ understanding ofand support for the values and policies of the United States.

**Objective 2.1:** Promote a global economy that creates opportunities for all Americans.

**Objective 2.2:** Support inclusive and sustainable economic growth and opportunity for communities around theglobe.

**Objective 2.3:** Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation basewhile leveraging technology to improvethroughout the world.

**Objective 2.4:** Strengthen U.S. and global resilienceto economic, technological, environmental,and other systemic shocks.

**Objective 3.1:** Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.

**Objective 3.2:** Advance equity, accessibility, andrights for all.

**Objective 3.3:** Prevent, expose, and reducecorruption.

**Objective 3.4:** Promote a safe, humane, and orderlyimmigration and asylumssystem, address the root causes of irregular migration collaboratively with oupartners, and enhanceprotections for refugees and displaced persons.

**Objective 3.5:** Improve inclusive and equitable health,education, and livelihood services, especially for women, youth, and marginalized groups.

**Objective 4.1:** Build and equipa diverse, inclusive,resilient, and dynamic workforce.

**Objective 4.2:** Modernize IT and leverage data to informdecision-making and support mission delivery.

**Objective 4.3:** Protect our personnel, information, and physical infrastructure from 21st century threats.

**Objective 5.1:** Support and serve American citizens traveling or residing abroad.

**Objective 5.2:** Advance U.S. interests by facilitating legitimate travel to and fromthe United States.

## **Strategic Review and Summary of Progress**

State and USAID each hold annual internal Strategic Review meetings and provide the Office of Management and Budget (OMB) with a Summary of Progress. In addition to the annual Strategic Review meetings, the Department of State and USAID continually review performance progress against their individual efforts to support the Joint Strategic Plan’s Strategic Objectives (SOs) in a variety of complementary fora throughout the year. State and USAID regularly leverage data and evidence to inform planning, performance, evaluation, and budgeting processes. Cumulatively, the reviews foster a culture of continuous performance improvement.

After reviewing performance by each strategic objective and taking into consideration the data and analysis from the APP/APR indicators, milestones, and APGs, and Administration’s priorities, State and USAID each designated the following SOs as making Noteworthy Progress and as a Focus Area for Improvement. In FY 2022, State and USAID highlight the Strategic Objective 1.2 (Climate Change) as both an area of noteworthy progress and focus area for improvement. Both agencies have made progress towards this objective but recognize climate change continues to pose a significant threat requiring continued special focus.

### State

Noteworthy Progress - Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Noteworthy Progress - Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

Focus Area for Improvement – Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

### USAID

Noteworthy Progress - Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

Focus Area for Improvement - Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.



Focus Area for Improvement - Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

Progress updates on these designated strategic objectives are included in SO 1.2 and SO 4.1 sections of this document.

### **Quality and Validation of Data**

The Department of State and USAID obtain and use performance data from three sources: (1) direct data collected by the Department or by USAID, or by an entity funded by the Department or by USAID; (2) data compiled by State and by USAID implementing partners in the field; and/or, (3) third-party data from sources such as other Federal Government Departments and Agencies, NGOs, or other development organizations. To ensure the quality of evidence from performance monitoring is sufficient for decision-making, Department and USAID staff use an assurance process and checklist to assess monitoring data against five standards of data-quality: validity, integrity, precision, reliability, and timeliness.

All Performance Indicators listed in the APP/APR have an associated Indicator Reference Sheets that fully define the indicator, including its data source, collection methods, known limitations, and the intended use of the indicator data to ensure consistency among all who report data on the indicator. Data Quality Assessments (DQAs) are required within the 12 months prior to the indicator being reported, and at least every three years thereafter. Furthermore, State and USAID annually review the accuracy, completeness, and utilization of all indicator data submitted by the field, and continuously make adaptations to their systems and processes based on what is learned from these reviews. State and USAID have documented substantial improvements in the quality and completeness of data because of the annual review process.

The following table “FY 2022 Results Legend” explains methodology that State and USAID use to determine whether a result met, exceeded, or unmet the target.

#### **FY 2022 Results Legend**

Target Met	Result is between 90%-100% of target (formula: result/target x 100)
Target Exceeded	Result is over 100% of target
Target Unmet	Result is below 90% of target

An indicator analysis is included for any key performance indicator where the FY 2022 result deviates more than 10 percent from the FY 2022 target, exclusive of agency performance goal performance indicators.

Due to the nature of State and USAID’s data-reporting processes and timelines, some indicator data is not final until after publication of this document. Footnotes are included for any indicator where the FY 2022 result reflects incomplete data collection.

Some performance indicators do not have targets and results for the years leading up to 2022 as they were not part of annual reporting under previous JSPs. Additional information about each performance indicator and milestone can be found in “reference sheets” at <https://www.state.gov/resources-and-reports-office-of-foreign-assistance/> and <https://www.usaid.gov/document/fy-2023-annual-performance-plan-app-indicator-and-milestone-reference-sheets> or an associated Indicator or Milestone Methodology section (Annex) that notes the data source and any limitations of the data.

### **Agency Priority Goals**

Agency Priority Goals are a performance accountability tool established by the Government Performance and Results Act Modernization Act (GPRAMA) intended to focus on Federal Agency’s leadership priorities, set outcomes, and measure results. Federal Agencies select priority goals every two years, identify responsible officials for goal achievement, establish APG metrics and milestones, review performance on a quarterly basis to identify barriers to progress and make changes to implementation strategies to achieve goal outcomes.

The FY 2022-2023 APG performance indicators in this document reflect the mid-cycle progress and therefore do not have an FY 2022 indicator status, indicator analysis, and FY 2024 targets. The Department and USAID will report the complete progress on FY 2022-2023 APGs in FY 2023 APR. For detailed quarterly updates and more information refer to [Performance.gov](https://www.performance.gov).

In collaboration with OMB, the Department and USAID identified 11 APGs for the FY 2022-2023 cycle:

- HIV/AIDS (Joint State-USAID)

Achieve and sustain control of the HIV epidemic in PEPFAR-supported countries. By September 30, 2023, PEPFAR will 1) support eight<sup>1</sup> additional countries to achieve 72 percent community viral load suppression (CVLS) and 2) ensure that all nine<sup>2</sup> PEPFAR-supported countries that have achieved 72 percent CVLS sustain that progress.

- Climate Change (Joint State-USAID)

Combat global climate change by advancing climate-resilient, net zero emissions development around the world. Adaptation: By September 30, 2023, the United States establishes or strengthens collaboration with 75 countries resulting in the development and implementation of National Adaptation Plans or other national adaptation planning documents, including those that may be reflected in Nationally Determined Contributions (NDCs) or other adaptation communications, to increase adaptive capacity, enhance resilience, and reduce vulnerability to climate change by 2030. Mitigation: By September 30, 2023, the United States establishes or strengthens collaborations with 27 countries that will result in support for enhanced implementation of at least 24 NDCs and/or net zero emission strategies. Reporting: By September 30, 2023, the United States has provided technical, financial, and diplomatic support to 30 countries that enhances their institutional frameworks and capacity to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

- Diversity, Equity, Inclusion and Accessibility (Joint State-USAID)

Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees who self-identify as having disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons who identify as having targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees<sup>3</sup> self-identifying as having disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons who identify as having targeted disabilities.

- Equity Across Foreign Affairs Work (State)

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<sup>1</sup> Countries targeting 72 percent community viral load suppression include Cameroon, Cote d'Ivoire, Uganda, Botswana, Haiti, Tanzania, Zambia, Nigeria.

<sup>2</sup> Countries at 72 percent community viral load suppression include Zimbabwe, Lesotho, Kenya, Ethiopia, Eswatini, Burundi, Malawi, Namibia, Rwanda.

<sup>3</sup> Referring to direct hire staff.

Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.

- Data-Informed Diplomacy (State)

The Department's global workforce will be empowered with the skills and tools to derive actionable mission insights from data, and its data assets will be securely shared and effectively managed. By September 30, 2023, in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50 percent, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department's Data Inventory/Data Catalog, and published a modern enterprise data policy.

- Cybersecurity (State)

Through implementation of the Federal Zero Trust Strategy, the Department will improve its security posture by fully securing its infrastructure, networks, and data against internal and external cyber threats. By September 30, 2023, the Department will improve the maturity of all five Zero Trust pillars to the Advanced level as defined by the Cybersecurity and Infrastructure Security Agency (CISA) Zero Trust Maturity Model.

- Enhancing Security Monitoring Solutions (State)

Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. By September 30, 2023, the percent of domestic and overseas sites that have been upgraded will increase from 17 percent to 35 percent.

- Resilience and Food Security (USAID)

Facilitate inclusive, resilient growth in the agriculture and food system to sustainably reduce poverty, food insecurity, and malnutrition. By September 30, 2023, annual sales by assisted farms and firms in the agriculture and food system will exceed the pre-pandemic level of \$3 billion.

- Preventing Child and Maternal Death (USAID)

Advance the global effort to prevent child and maternal deaths. By September 30, 2023, the U.S. will contribute to an average annual reduction of 2 deaths of children under-5 per 1,000 live births in U.S. government (USG) priority countries through evidence-based maternal child health; malaria; health systems; nutrition; reproductive health / family planning; and water, sanitation, and hygiene (WASH) activities.

- **Diversity, Equity, Inclusion, and Accessibility in USAID Programs (USAID)**  
Increase equitable outcomes with USAID partners<sup>4</sup> globally. By September 30, 2023, USAID will conduct inclusive development analyses and assessments in six additional Missions, and 100 percent of USAID Missions will have an Inclusive Development Champion<sup>5</sup> to inform program design as USAID implements the five actions prioritized in USAID’s Equity Action Plan.
- **Democracy and Governance (USAID)**  
USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5 percent increase in the V-Dem Civil Society Participation Index in target countries.<sup>6</sup>

## **Major Management Priorities and Challenges**

Every year, the Office of Inspector General (OIG) at both State and USAID identify management challenges that affect the abilities of the Department and USAID to engage diplomatically or deliver foreign and humanitarian assistance. The Department and USAID implement immediate remedial actions in response to recommendations by their respective OIGs. For a detailed discussion of major management priorities and challenges and management’s responses, please see the Department’s [FY 2022 Agency Financial Report](#) (AFR), beginning on pg. 116, and USAID’s [FY 2022 AFR](#), beginning on pg. 163.

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<sup>4</sup> Including implementing partners.

<sup>5</sup> Inclusive Development Champions include Inclusive Development Advisors or other Mission point of contact responsible for overseeing inclusive development in program design.

<sup>6</sup> Target country list includes 10-12 such countries with recent democratic openings.

The Performance Improvement Officers at State and USAID are the officials responsible for encouraging and advocating greater impact through innovation; increasing effectiveness and efficiency; and improving customer service. At the Department of State, Douglas Pitkin, Director of the Bureau of Budget and Planning, is the Performance Improvement Officer. At USAID, Ruth Buckley, the Director of the Office of Management Policy, Budget, and Performance within the Bureau for Management, is the Acting Performance Improvement Officer.

### **Customer Experience**

The Department of State and USAID are both High Impact Service Providers (HISPs) designated by the Office of Management and Budget (OMB). As HISPs, State and USAID work to continually improve the customer experience and the services both the Department and Agency provide. State and USAID both publish additional information on their customer experience work on [www.performance.gov/cx/agencies](http://www.performance.gov/cx/agencies).

#### Department of State HISP Designated Services: Passport Services

The Department of State's Passport Services office is a directorate within the Bureau of Consular Affairs. The mission of Passport Services is to facilitate international travel and enhance national security by issuing secure travel documents to U.S. citizens and nationals while providing the highest level of customer service, professionalism, and integrity. Passport Services has the most interactions with U.S. citizens than any other bureau within the Department. In Fiscal Year 2022, Passport Services issued approximately 22 million passports. U.S. citizens can apply for their passport at one of the 27 domestic passport agencies or centers or at one of the 7,600 passport acceptance facilities located throughout the United States citizens can also renew their passport conveniently through the mail. In support of Strategic Objective 5.2, the Department's planned public release in 2023 of phase 1 of an online passport renewal program aims to improve the customer experience and improve outcomes by reducing the administrative burden and processing times of paper passport renewals and improve accessibility to travel-related products via [travel.state.gov](http://travel.state.gov).

#### USAID HISP Designated Services: Preparing to partner with USAID. Competing for USAID awards

In FY 2022, USAID partnered with 3,727 organizations, working in over 100 countries. As USAID looks to deepen development impacts, it is important to identify capable local organizations, engage them as partners in addressing local development challenges and support them in applying for USAID awards by helping them navigate the USAID assistance process from start to finish. Efforts

to make it easier to partner with USAID align directly with the Agency's efforts to promote diversity, equity, inclusion, and accessibility (DEIA), as outlined in its APG on DEIA in USAID's Programming (Strategic Objective 3.2.4). One key example of this work is USAID's effort to diversify its partner base through the Work with USAID website. WorkwithUSAID.org will continue to help new and prospective local and underrepresented partners understand how to navigate complex USG processes and requirements and prepare them to partner through tools like the Pre-Engagement Assessment. This platform will also help USAID identify potential organizations to partner with and help build their capacity to partner. In FY 2022, approximately 32 percent of new partners registered in the WorkwithUSAID.org Partner Directory completed the Pre-Engagement Assessment, exceeding USAID's 25 percent goal for the year.

## **Equity**

The Department of State and USAID promote equity through our diplomacy and development work to advance U.S. interests and values. Strengthening equity in both organizations' work will create space for a broader set of viewpoints and experiences to inform more creative and effective problem solving. The Department and USAID are committed to empowering historically underrepresented people and communities and will ensure that equity is a critical part of their diplomatic engagement and foreign assistance programming.

While equity informs most of the Department and USAID's work and is woven throughout the Joint Strategic Plan, State's and USAID's APGs in Strategic Objective 3.2 are particularly focused on advancing equity in U.S. foreign policy and development. These two APGs, the State APG on Equity Across Foreign Affairs Work and the USAID APG on DEIA in USAID Programs, align closely with each agency's equity action plan and the goals of Executive Order 13985.

## **Lower-Priority Program Activities**

The President's Budget identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

## **Goal 1: Title Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans’ security and well-being.**

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### **Goal Leads**

<b>Agency</b>	<b>Bureau</b>
State	Under Secretary for Political Affairs
USAID	Bureau for Policy, Planning and Learning

### **Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora. (Joint)**

#### **Strategic Objective Leads**

<b>Agency</b>	<b>Bureau</b>
State	Office of the U.S. Global AIDS Coordinator and Health Diplomacy and Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Global Health

#### **Strategic Objective Progress Update**

- In FY 2022, State provided diplomatic outreach and coordination support for 19 U.S. Global Health Security (GHS) Intensive Support Partner Countries (ISPCs) that received USAID assistance: Bangladesh, Burkina Faso, Cameroon, Cote D’Ivoire, Democratic Republic of the Congo, Ethiopia, Guinea, Indonesia, India, Kenya, Liberia, Mali, Nigeria, Pakistan, Senegal, Sierra Leone, Tanzania, Uganda, and Vietnam. Each ISPC country team submitted annual reports to the NSC and interagency via a front-channel cable to State that described progress in attaining international standards on the prevention, detection, and response to infectious diseases.



- After interagency approval of a set of new ISPCs, State’s diplomatic outreach finalized the establishment of a new set of ISPCs: Ghana, Guatemala, Philippines, Zambia, and Mozambique.
- The underlying Global Health Support Initiative (GHSI) scorecards for progress are themselves evolving. Relatedly, the World Health Organization revamped its Joint External Evaluation (“JEE 3.0”) in late 2022 to better reflect lessons learned from the pandemic by establishing new metrics and targets. State and USAID are encouraging countries to undergo this new evaluation in 2023.
- The U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) is making progress toward the epidemiological benchmarks for ending HIV as a public health threat by 2030 by newly diagnosing millions of people living with HIV and enrolling them on lifelong treatment, improving rates of viral load suppression, and preventing millions of new infections through voluntary medical male circumcision (VMMC) and pre-exposure prophylaxis (PrEP).
- The USAID Global Health Security (GHS) program implemented programming in 38 countries in Africa, Asia, Latin America, Middle East, Eurasia and Europe at increased risk for spillover, amplification, and spread of emerging infectious diseases. Notable outcomes from 2022 include:
  - 22 countries strengthened surveillance systems to detect emerging infectious diseases (EIDs), including Ebola, and MPOX, and antimicrobial resistance (AMR).
  - 16 countries improved infection prevention and control (IPC) and reduced infant mortality rates (IMR) at more than 150 health facilities.
  - 32,000 people from 29 countries were trained to prevent, detect, and respond to emerging infectious disease threats and 3,300 students received training in One Health.
  - The capacity of 180 laboratories were strengthened to test for EIDs and AMR;
  - The GHS program responded to more than 900 animal infectious disease outbreaks and provided 8,745 units of PPE to ten countries.

## **Strategies for Achieving the Objective and Next Steps**

- The new “Joint External Evaluations (JEE) 3.0” presents an angle for diplomatic engagement, as we encourage countries to undergo independent external evaluation based on the lessons learned from the pandemic. It will also be used to identify gaps in global health security.
- The NSC is leading a process geared at reviewing the State-Parties Self-Assessed Annual Reports (SPAR), to determine if these reports can provide more frequent updates than JEEs, which are undertaken every five years.
- PEPFAR will continue to play a critical role in building partner nations' health architecture to prevent, detect, and respond to other health threats, strengthening global health security and helping countries respond better to other health crises such as COVID-19, monkeypox, and Ebola.
- PEPFAR is deeply committed to ending inequities which negatively impact the most vulnerable populations. PEPFAR collaborates with partner governments and communities to promote regional commodity manufacturing, support enabling environments, and to address barriers to quality HIV service access.
- USAID’s investments will contribute to the National Biodefense Strategy in four critical areas: (1) strengthen GH security and biodefense capacities (2) increase international support for GH security and biodefense; (3) catalyze international, vaccine development and deployment; and (4) support response to and recovery from outbreaks globally.
- USAID will continue to expand existing GHS capacity-strengthening programs into 50 countries, with these funds to be bilaterally managed with USAID missions.
- USAID has also established a dedicated Outbreak Response Team (ORT) to expand USAID assistance, communications, and intra- and inter-agency coordination for infectious disease outbreaks.
- The GHS program will work towards helping to ensure that gaps are addressed, including through, expanding capacity from national and regional to the sub-national and local levels, enhancements in laboratory systems, and improving the quality of veterinary services, a key aspect of preventing and controlling diseases that infect both animals and humans.

## Performance Goal Statement 1.1.1: Collaborate and Manage the Effects of COVID-19 Globally to End the Pandemic (Joint)

**By September 30, 2024, manage the effects of COVID-19 globally to end the pandemic by ensuring safe and equitable distribution of vaccines and other life-saving interventions.**

### Performance Goal Progress Update

- Widespread vaccinations, testing, and treatment supported by the United States have reduced the severity of the pandemic, which is likely nearing the end of its acute phase.
- As of FY 2023 Q2, the United States, with COVAX and multilateral partners, have donated over 687 million vaccines to 117 countries and economies Global VAX has helped L/MICs accelerate vaccination rates by providing readiness and administration support, including in hard-to-reach areas.
- USAID’s “test-to-treat” programming is helping to make rapid COVID-19 testing and treatment accessible for people as soon as they develop COVID-19 symptoms.
- Through the COVID-19 Global Action Plan (GAP) the United States is working with country partners, international organizations, and the WHO to address the gaps in the pandemic response.

### Key Performance Indicators

Indicator 1.1.1.1: Percent of the total global population fully vaccinated with a World Health Organization (WHO) Emergency Use Authorization (EUA) vaccine (Cumulative share of global population fully vaccinated with a WHO Emergency Use Authorization (EUA) vaccine) (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	70%	70%	70%
Result	N/A	N/A	0	23.4%	63.5%	-	-

Status	N/A	N/A	N/A	N/A	Met	-	-
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Indicator 1.1.1.2: Annual global deaths from COVID-19 per 100,000 population (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	45	22	18
Result	N/A	N/A	13.8	47.1	22.1	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.1.1.2: Annual reported deaths from COVID-19 declined from 47.9 per 100,000 in FY 2021 to 22.1 per 100,000 in FY 2022, exceeding both FY 2022 and FY 2023 targets. Protection conferred by prior infection, vaccination, and hybrid immunity and improved access to effective therapeutics likely contributed to the decline.

Indicator 1.1.1.3: Percent of individuals surveyed who approve of U.S. efforts to support the global distribution of COVID-19 vaccines (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	55%	56%	56%
Result	N/A	N/A	N/A	54%	53%	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator Analysis for indicator 1.1.1.3: State came within 95 percent of the performance target for approval of U.S. efforts to support the global distribution of COVID-19 vaccines. Results from the same survey found “spread of infectious disease” dropping from first to second in FY 2022 as the most selected world issue. Given these results, the FY 2024 target will be to maintain the FY 2023 target.

## Performance Goal Statement 1.1.2: Global Health Security Agenda (Joint)

**By September 30, 2024, strengthen capacities in intensive support countries, in a minimum of five technical areas that are critical to the country to equitably and rapidly prevent, detect, and respond to infectious disease or other biological threats.**

### Performance Goal Progress Update

Posts prepare an annual progress report including an assessment by the U.S. country team of the partner country's capacities across 19 global health security technical areas. Based on the most recent reports, all countries demonstrated progress in multiple technical areas. Additionally, according to the most recent State Party Self-Assessment Annual Reports (SPAR), 14 of 19 partner countries had five or more technical areas with at least one indicator at a level of “demonstrated capacity”.

### Key Performance Indicators

Indicator 1.1.2.1: Percent of 19 intensive support countries that improve capacity in at least five technical areas out of the 19 technical areas as listed in the Joint External Evaluation (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	35%	70%	90%
Result	N/A	N/A	N/A	N/A	79%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.1.2.1: Based on USG country team assessments, all 19 intensive support countries showed improvements in their average JEE technical area scores (FY 2021) over baseline values and 15/19 (79 percent) have five or more technical areas. The original target (35 percent) was likely an underestimate as this was the first year this indicator was tracked, and subsequent targets are likely more accurate. Meeting the target will become more rigorous as the number of intensive support partner countries expands over time.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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1.1.2.2	By 2024, the United States <sup>7</sup> will provide direct support to 50 countries and will use its catalytic leadership to work with key donors and partners to support at least 50 additional countries, to achieve ‘Demonstrated Capacity’ or comparable level (depending on country context) in at least five technical areas critical to the country, as measured by relevant health security assessments, such as those conducted within the WHO IHR Monitoring and Evaluation Framework. (Joint)	FY 2024 Q4	In Progress	Based on FY2021 State Party Self-Assessment Annual Reporting Tool (SPAR), eight countries currently meet the target of technical areas with “demonstrated capacity” and an additional four countries have four technical areas at “demonstrated capacity”. The U.S. government is on track for meeting this target.
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**Performance Goal Statement 1.1.3: Accelerate Progress of all PEPFAR Countries Toward Achieving the UNAIDS 95-95-95 Goals (Joint Agency Priority Goal)**

**APG Goal Statement** Achieve and sustain control of the HIV epidemic in PEPFAR-supported countries. By September 30, 2023, PEPFAR will 1) support eight additional countries to achieve 72 percent community viral load suppression (CVLS) and 2) ensure that all nine PEPFAR-supported countries that have achieved 72 percent CVLS sustain that progress.

<sup>7</sup> Several U.S. Government agencies contribute to providing capacity-building support for global health security partner countries, primarily CDC and USAID. Each agency works on different aspects of the 19 technical areas concurrently or at different time periods.

## Performance Goal Progress Update

Benchmarks – While continuing to adapt to COVID-19, PEPFAR achieved all benchmarks for FY 2022. This included completing the 2022 Country and Regional Operational Planning meetings to program all bilateral and regional PEPFAR investments for execution in FY 2023 and collecting and publicly releasing the large HIV/AIDS datasets managed by the U.S. Government to support research efforts inside and outside the U.S. Government. Additionally, despite concerns over the disruption of HIV clinical services due to the COVID-19 pandemic, the U.S. Government continues to grow the cohort of patients on lifesaving antiretroviral treatment and reached over 21 million people in FY2022.

Indicator 1.1.3.1: Number of adults and children newly diagnosed with HIV

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	4,225,252	3,460,388	3,785,853	2,393,068	2,330,425	2,171,323	N/A
Result	3,212,361	3,038,534	2,692,189	2,493,332	2,207,643	-	-

Indicator 1.1.3.2: Number of adults and children currently receiving ART

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	15,822,258	18,284,357	19,267,033	19,771,460	20,358,681	20,953,198	N/A
Result	14,769,424	15,686,915	17,384,643	18,979,505	21,094,124	-	-

Indicator 1.1.3.3: Percent of adults and children who are virally suppressed

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	90%	90%	95%	95%	95%	95.6%	N/A
Result	87.9%	90.1%	92.4%	94.3%	95%	-	-

Indicator 1.1.3.4: Number of males circumcised as part of the VMMC for HIV prevention program within the reporting period

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	3,884,030	3,822,403	3,948,875	2,629,034	2,252,753	2,331,361	N/A
Result	3,734,214	3,899,331	2,631,203	2,423,119	2,201,213	-	-

Indicator 1.1.3.5: Number of individuals who were newly enrolled (in the reporting period) on oral antiretroviral pre-exposure prophylaxis (PrEP) to prevent HIV infection

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	96,960	144,543	343,366	1,074,817	1,050,766	1,382,419	N/A
Result	77,863	163,452	312,017	1,015,094	1,473,182	-	-

### Performance Goal Statement 1.1.4: Prevent Child and Maternal Deaths (USAID Agency Priority Goal)

**By September 30, 2023, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction of 2 deaths of children under five per 1,000 live births in U.S. Government (USG) priority countries through evidence-based maternal and child health, malaria, health systems, nutrition, reproductive health / family planning, and water, sanitation, and hygiene (WASH) activities.**

#### Performance Goal Progress Update

USAID continued to invest in areas disproportionately impacted by elevated numbers for child mortality. In FY 2022, USAID approved 27 Annual Malaria Operational Plans (MOPs) for the President’s Malaria Initiative (PMI) priority countries/regional program and executed a data-driven review of country performance results across FY 2021. Additionally, USAID continues to exceed its goal for providing contraceptive commodities on time across family planning and reproductive health priority countries. COVID-19 continued to negatively affect vaccination rates in FY 2022 due delays in the provision of health care around the world. Additionally, in FY 2022, the dissemination of bed nets experienced a decline because none of the largest countries USAID provides these bed nets to host any type of nation-wide campaigns.

Indicator 1.1.4.1: Percent of Contraceptive Commodities that are on time across Family Planning and Population and Reproductive Health (FP/PRH) Priority Countries<sup>8</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	Q1:80%	Q1:80%	Q1:80%	Q1:80%	Q1:80%	Q1:80%	N/A

<sup>8</sup> Results for this indicator are reported on a quarterly basis against a quarterly target.



	Q2:80%	Q2:80%	Q2:80%	Q2:80%	Q2:80%	Q2:80%	
	Q3:80%	Q3:80%	Q3:80%	Q3:80%	Q3:80%	Q3:80%	
	Q4:80%	Q4:80%	Q4:80%	Q4:80%	Q4:80%	Q4:80%	
Result	Q1: 75%	Q1: 93%	Q1: 88%	Q1: 92%	Q1: 98%	-	-
	Q2: 81%	Q2: 85%	Q2: 92%	Q2: 98%	Q2: 97%		
	Q3: 84%	Q3: 98%	Q3: 97%	Q3:100%	Q3: 95%		
	Q4: 91%	Q4: 95%	Q4: 94%	Q4: 93%	Q4: 96%		

Indicator 1.1.4.2: Absolute change in the percentage of the rate of exclusive breastfeeding among children under six months

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	+1.0%	+1.0%	+1.0%	+1.0%	N/A
Result	+1.9%	+1.9%	+1.9%	+1.1%	+1.1%	-	-

Indicator 1.1.4.3: Absolute change in total percentage of children who received at least three doses of PCV by 12 months of age

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	+5%	+1%	+1%	+1%	+1%	+1%	N/A
Result	+2.1%	+4.4%	+4.4%	+1.6%	+0.3%	-	-

Indicator 1.1.4.4: Annual total number of people protected against malaria with insecticide-treated net (in millions)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	77	85	97	110	110	110	N/A
Result	126	114	125 <sup>44</sup>	109	80	-	-

Indicator 1.1.4.5: Absolute change in total percentage in the modern contraceptive prevalence rate

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	+1%	+1%	+1%	+1%	+1%	+1%	N/A
Result	+0.8%	+0.8%	+0.9%	0.8%	+0.8%	-	-

Indicator 1.1.4.6: Absolute change in total percentage in under-five mortality rate (decrease per 1,000 live births)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	-2%	-2%	-2%	-2%	-2%	-2%	N/A
Result	-2%	-2%	-1.8%	-1.8%	-1.7%	-	-

**Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation. (Joint)**

**Strategic Objective Leads**

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Development, Democracy, and Innovation

**Strategic Objective Progress Update**

- During FY 2022, State and USAID made important progress toward securing ambitious climate policy outcomes, including achieving each of our Agency Priority Goal targets for this period. On supporting effective Paris Agreement implementation, State and USAID are working with their Posts and Missions to engage partner countries with their Nationally Determined Contribution (NDCs) and National Adaptation Plan (NAPs) as well as other climate related goals and targets. Despite this success, the Administration continues to advocate for increased policy, financial, and technical support for climate action that is still required to successfully address what the 2022 National Security Strategy identifies as “the existential challenge of our time.”
- On mitigation, by the end of FY 2022, the United States had established or strengthened strategic collaboration with 18 countries and began providing coordinated support to work toward an increase in the ambition of publicly stated targets for nine partner countries. While much of this support is geared at delivering results in future years, several partner countries announced major increases in mitigation ambition by the end of FY 2022. Collectively, the UN estimates that, if fully implemented, new pledges from these and other countries will result in an additional annual reduction of 4.8 billion metric tons of greenhouse gas pollution by 2030. Beyond our work with specific countries, several new sectoral initiatives like the Global

Methane Pledge, Green Shipping Challenge, and Forest and Climate Leaders' Partnership are accelerating action on mitigation with a range of partners. Though countries have made substantial progress, the world is not yet on track to keep a 1.5°C temperature limit within reach. The International Energy Agency estimates that if all country and sectoral targets were met, average global temperature rise would be 1.7°C this century.

- On adaptation, in FY 2022, State and USAID led the development of an Action Plan for the President's Emergency Plan for Adaptation and Resilience (PREPARE), which describes how the U.S. Government seeks to help vulnerable countries and communities deepen understanding of climate risks and vulnerabilities; plan for and mainstream climate adaptation in policies, programs and budgets; and mobilize resources, including from the private sector, to adapt to the increasing impacts of climate change.

### **Strategies for Achieving the Objective and Next Steps**

- In 2023, the United States will continue to lead global efforts to reduce emissions, scale up climate change finance, and adapt to impacts of climate change. We will remain vigilantly focused on pushing for stronger mitigation action to close the remaining ambition gap between current commitments and actions and what the science shows is required to keep the 1.5°C limit within reach. This includes pressing the remaining major economies that have not already done so to align their 2030 NDC targets with the 1.5°C goal, as well as halt the construction of new coal plants, accelerate the deployment of clean energy, slash methane emissions, and halt deforestation. It also includes supporting sectoral decarbonization, including, for example at the International Maritime Organization with respect to the 2023 revision of its Initial Greenhouse Gas Strategy.
- We will also strive to deliver finance for climate action at scale, and we will press forward to evolve the multilateral development banks (MDBs) for the 21st century, to unlock hundreds of billions of dollars. The MDBs have already stepped up their work to help countries transition their economies, and we need to make sure their operational models are fit for purpose to tackle this crisis.
- We will continue to implement the PREPARE Action Plan, including through our support to advance the UN Secretary General's call for Early Warning for All within the next five years; policy support through the NAP Global Network and the Comprehensive Action for Climate Change Initiative (CACCI); programs we announced at the United Nations Climate Change Conference in Egypt in 2022 (COP27) to accelerate adaptation action in Africa; as well as PREPARE initiatives, like the Private Sector Call to Action, Climate Resilience and Adaptation Finance and Technology Facility, and the Climate

Finance and Development Accelerator (CFDA) that are mobilizing greater private sector engagement and capital to strengthen climate resilience in vulnerable developing countries.

- Working with interagency partners, we will continue to make progress through our work on the Just Energy Transition Partnerships (JET-P), the Global Methane Pledge (GMP), the Green Shipping Challenge, the Plan to Conserve Global Forests, the Forest and Climate Leaders' Partnership (FCLP), the Global Fertilizer Challenge, the Ocean Conservation Pledge, and the Agriculture Innovation Mission for Climate (AIM4C). Through CACCI USAID provides technical assistance to countries in support of a wide array of their climate goals. This assistance will complement USAID's ongoing work with partner countries bilaterally and regionally to transition to renewable energy, conserve forests and lands, and prepare for climate impacts.

### **Performance Goal Statement 1.2.1: Climate Change (Agency Priority Goal)**

**APG Goal Statement:** Combat global climate change by advancing climate-resilient, net zero emissions development around the world. **Adaptation:** By September 30, 2023, the United States establishes or strengthens collaboration with 75 countries resulting in the development and implementation of National Adaptation Plans (NAPs) or other national adaptation planning documents, including those that may be reflected in Nationally Determined Contributions (NDCs) or other adaptation communications, to increase adaptive capacity, enhance resilience, and reduce vulnerability to climate change by 2030. **Mitigation:** By September 30, 2023, the United States establishes or strengthens collaborations with 27 countries that will result in support for enhanced implementation of at least 24 NDCs and/or net zero emission strategies. **Reporting:** By September 30, 2023, the United States has provided technical, financial, and diplomatic support to 30 countries to enhance the institutional frameworks and capacity to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

### **Performance Goal Progress Update**

State and USAID achieved each of our joint climate Agency Priority Goal targets for FY 2022. On mitigation, the United States established or strengthened strategic collaboration with 18 countries and began providing coordinated support to work toward an increase in the ambition of publicly stated targets for nine partner countries. On adaptation, the United States established or strengthened collaboration on adaptation with 26 countries. And on transparency, the United States provided technical support to ten countries to enhance their transparent reporting under the Paris Agreement.

Indicator 1.2.1.1: Number of Countries with which the United States establishes or strengthens collaboration to enhance implementation of NDCs and/or net zero emission strategies

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	10	27	N/A
Result	N/A	N/A	N/A	N/A	18	-	-

Indicator 1.2.1.2: Number of countries to which diplomatic, technical, and financial support is provided for enhanced implementation of strengthened NDCs and/or next zero emission strategies

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	8	24	N/A
Result	N/A	N/A	N/A	N/A	9	-	

Indicator 1.2.1.3: Number of countries with which the United States establishes or strengthens collaboration with to enhance development and implementation of NAPs or other national adaption planning documents

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	25	75	N/A
Result	N/A	N/A	N/A	N/A	26	-	

Indicator 1.2.1.4: Number of countries receiving technical support to enhance institutional frameworks and capacity to support delivery of the first National Inventory Reports and Biennial Transparency Reports by December 31, 2004

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	10	30	N/A
Result	N/A	N/A	N/A	N/A	10	-	

## **Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas. (Joint)**

### **Strategic Objective Leads**

<b>Agency</b>	<b>Bureau</b>
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Humanitarian Assistance

### **Strategic Objective Progress Update**

- Numbers of people affected by humanitarian crises and disasters grew dramatically during FY 2022, increasing 18 percent to reach 324 million in November 2022 compared to December 2021. This increase builds on years of protracted humanitarian crises and results from new needs emanating from Russia’s war in Ukraine and catastrophic drought in the Horn of Africa. Needs continue to outpace funding, already under additional pressure by global inflation. The Department of State’s Bureau of Population, Refugees, and Migration (PRM) and USAID’s Bureau for Humanitarian Assistance (BHA) prioritize funding for the most vulnerable populations and continue advocating for increased humanitarian response funding from other donors.
- In FY 2022, BHA responded to 74 crises in 64 countries, and provided over \$11.8 billion in life-saving humanitarian assistance - including food, water, nutrition, shelter, emergency healthcare, protection and sanitation and hygiene to internally displaced people; food assistance to refugees who have crossed national borders; and support for communities building resilience to future crises. PRM provided \$5.46 billion to support protection, assistance, and solutions for forcibly displaced or stateless persons, victims of conflict, and vulnerable migrants in at least 125 countries, including the ongoing relocation operation from Afghanistan, the war in Ukraine, and rebuilding the U.S. Refugee Admissions Program. PRM funding assists refugee-hosting communities and enables countries to comply with international humanitarian and refugee conventions.
- Increasingly complex operating environments affected USG humanitarian partners’ ability to access populations in need. Working with interagency colleagues, both agencies implemented procedural and structural changes to manage the increased risk environment.

- BHA, PRM, the U.S. Mission to the UN in New York, and relevant State Department bureaus collaborated with the White House and the Department of the Treasury to create standardized exemptions for humanitarian assistance and other basic human needs, both in UN and U.S. sanctions programs.

## **Strategies for Achieving the Objective and Next Steps**

- **Multilateral Engagement and Diplomacy:** Both State and USAID will build global partnerships, foster improved coordination among humanitarian stakeholders, and improve respect for international humanitarian principles through mandated international organizations and multilateral systems. This will include mobilizing the international community to prioritize the provision of lifesaving assistance and protection to the most vulnerable in the wake of natural disasters and man-made crises.
- **Bilateral Collaboration with Donor and Host Countries:** Both agencies will work with donors, host countries, and humanitarian organizations to effectively respond to new emergencies, including those created or exacerbated by climate change; and identify solutions to displacement, protect people at risk, encourage coherence among relief and development programming, promote disaster risk reduction, and foster resilience. Both agencies will prioritize resources and advocacy to put protection of the most vulnerable populations at the center of every response, particularly addressing gender-based violence and preventing and responding to sexual exploitation and abuse.
- **Broadening the Donor Base:** Both agencies will advocate for increasing funding and responsibility sharing for the global humanitarian system including the importance of expanding the base of donors that contribute regularly and at sustained levels to humanitarian organizations. Both agencies will continue their engagement with a broad array of stakeholders, including local NGOs/actors, development and international finance institutions, and the private sector.
- **Improving the Efficiency and Effectiveness of Humanitarian Programs:** Both agencies will continue to advocate for and advance reforms to increase the efficiency and effectiveness of aid and will pursue the goal of greater coherence among humanitarian and development programming. Both agencies will look for opportunities to ensure funding addresses emergency and ongoing needs quickly, efficiently, and effectively.

- **Leverage Evidence:** Both agencies will invest in the use of data, evaluation, and research for goals such as informing programming choices, supporting effective humanitarian diplomacy, and informing communications with strategically important foreign audiences.

### Performance Goal Statement 1.3.1: Humanitarian Assistance (State)

**By September 30, 2026, U.S. Government assistance provides refugees, stateless persons, asylum seekers and others experiencing forced displacement, measurable increases in physical well-being, from the baseline established for FY 2022, in line with the Global Compact on Refugees and relevant guidelines.**

#### Performance Goal Progress Update

The United States is the largest donor to the United Nations High Commissioner for Refugees (UNHCR), which provides life-saving humanitarian assistance across sectors, including access to health services, an important avenue through which the U.S. promotes physical well-being of populations of concern. With U.S. support, in 2022 UNHCR advocated for inclusion of refugees and other persons of concern in national health systems and plans, worked with partners in the provision of health services, and monitored health status and access to health services.

#### Key Performance Indicators

Indicator 1.3.1.1: Percent of refugee-hosting countries that allow refugees access to national primary health care facilities (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	100%	100%	100%
Result	N/A	N/A	N/A	N/A	100%	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

### Performance Goal Statement 1.3.2: Humanitarian Assistance (USAID)

**By September 30, 2026, the United States responds quickly to U.S. Government-declared international disasters, supporting a rapid and effective response to new onset disasters.**



## Performance Goal Progress Update

Despite extraordinary needs worldwide, USAID’s Bureau for Humanitarian Assistance (BHA) has continued supporting complex emergencies, responding to new and worsening disasters, building resilience to future shocks, and elevating USAID’s humanitarian voice and the promotion of principled humanitarian action in the USG interagency and with international partners. During FY 2022 BHA began the transition from U.S. Government-declared disaster declarations to declarations of humanitarian need.

## Key Performance Indicators

Indicator 1.3.2.1: Percent of disaster declaration cables responded to within 72 hours (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	95%	95%	95%	95%	95%	95%	95%
Result	89%	95%	91%	74%	86%	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

## Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Conflict and Stabilization Operations; Bureau of Arms Control, Verification and Compliance; Bureau of International Security and Nonproliferation; and Bureau of Political-Military Affairs
USAID	Bureau for Conflict Prevention and Stabilization

## Strategic Objective Progress Update

- Implemented activities to prevent, deter, and resolve conflicts, including projects to promote people-to-people reconciliation in 37 countries, support for over 18,000 women participating in peacebuilding processes, and timely interventions in response to complex crises and transitions in 21 countries.
- Trained 1,674 USAID staff, interagency counterparts, and implementing partners to anticipate and prevent conflicts and atrocities in fragile communities through courses on conflict-sensitive aid, Women, Peace, and Security (WPS) strategy, and atrocity prevention (AP).
- Supported 81 new groups and initiatives dedicated to resolving conflicts or drivers of conflicts and 44 events, trainings, and activities designed to build support for peace or reconciliation among key actors to conflicts.
- Developed country/region 10-year plans to tackle root causes of fragility under the overarching U.S. Strategy to Prevent Conflict and Promote Stability, through extensive consultation with a wide range of actors in the priority partner countries.
- Released 17 reports by the Conflict Observatory documenting war crimes and other atrocities in Ukraine by Russia's forces on topics such as Russia's filtration operations, large scale damage assessments of cities like Mariupol and Bakhmut, the destruction of crop storage facilities across the country, and documented damage to critical sites like medical facilities and cultural sites.
- Provided strategic advice and technical support to advance peace processes and complex political negotiations in priority countries such as Ethiopia, Sudan, Yemen, Venezuela, Haiti, Colombia, Philippines, and Georgia. Supported strategic inputs and drafting assistance for USG multilateral engagements relating to peace processes and complex negotiations. To promote the durability of negotiated agreements in conflict-affected countries, advanced policies on inclusion in peace processes and complex political negotiations.
- Coordinated with DoD to further unify 30 allies and partners on U.S. nuclear deterrence and arms control policies, including revival of high-level Extended Deterrence Strategy and Consultation Group with the Republic of Korea.
- Led efforts to enhance international security in the outer space domain; submitted a UN General Assembly resolution that passed overwhelmingly calling all member countries to commit not to conduct destructive, direct-ascent anti-satellite missile tests.
- Initiated senior-level bilateral engagements with Central Asian countries to resolve adherence concerns related to full and effective implementation of the Vienna Document.

- Led Allied efforts to formulate strategy for defense and deterrence response to renewed Russian aggression in Ukraine consistent with commitment to arms control obligations and commitments.
- Developed an approach to provide conventionally armed nuclear-powered submarines to Australia, delivering on the President's commitment to set the highest nonproliferation standards under this Australia-UK-U.S. (AUKUS) initiative.
- Since February 2022, the United States provided \$37.3 billion in military assistance to Ukraine and imposed sanctions on approximately 250 entities and individuals linked to Russia's industrial base to hamper the Russian war effort and ensure that Putin's invasion ends in strategic failure.
- At the G7 Summit in June 2022, the Department secured leader-level language highlighting the contribution nuclear energy can make on energy security world-wide and committing G7 partners to work together to reduce global reliance on Russia as a source of nuclear energy. The Department will work to operationalize this important commitment at G7 in 2023.
- The Department launched the Bureau of Cyberspace and Digital Policy (CDP) to lead, coordinate, and elevate the Department's and the interagency's work on cyberspace and digital technology policies, ensuring that cyber and digital technologies serve U.S. interests, uphold democratic values, promote competitiveness, and protect our national security.

### **Strategies for Achieving the Objective and Next Steps**

- Implement the U.S. Strategy to Prevent Conflict and Promote Stabilization, the U.S. Strategy on for Women, Peace, and Security, and the U.S. Strategy to Anticipate, Prevent, and Respond to Atrocities through context-specific strategies and programs developed with local partners.
- Improve U.S. strategic and technical support to peace processes and complex political negotiations through strategic preparation, targeted engagement, knowledge management, and training.
- Support context-specific programming to prevent and respond to conflict and violence, promote stabilization, address complex political crises, and advance women's participation and leadership in building peace and security.
- Engage the People's Republic of China (PRC) in strategic risk reduction to mitigate the potential for misunderstandings and miscalculations that could lead to escalation, crisis, and conflict involving the threat or use of nuclear weapons.
- Co-chair extended deterrence dialogues with Australia, Japan, and Republic of Korea, as well as seek opportunities to increase trilateral and/or multilateral coordination among Indo-Pacific allies. Sustain an interagency calendar of extended deterrence

events and align meetings with site visits, tabletop exercises, and other visible demonstrations of U.S. capabilities to reinforce U.S. commitments and assurance.

- Leverage the Organization for the Prohibition of Chemical Weapons' (OPCW) Fifth Review Conference and opening of the OPCW's ChemTech Center in May 2023 to dissuade adversaries from continuing chemical weapon program development and to deter further chemical weapons use.
- Improve U.S. and international verification capabilities, including those to detect nuclear explosive testing through the Comprehensive Nuclear-Test-Ban Treaty (CTBT) International Monitoring System.
- Identify, develop, and advance specific risk reduction measures to promote international security and lay the groundwork for future confidence building measures and arms control agreements.
- Assess compliance and seek to enhance the effectiveness of measures and impose consequences for violations of relevant arms control obligations and commitments.
- Spearhead diplomacy to build international consensus defining responsible national security uses of emerging and disruptive technologies to facilitate transparency, accountability, and enhance strategic stability.
- Develop programming via the [CHIPS and Science Act](#) to secure information and communications technology (ICT) infrastructure and defend and strengthen ICT networks with sound cybersecurity practices and incident response capabilities.
- Establish the office of the Special Envoy for Critical and Emerging Technology to strengthen technology diplomacy across the Department and provide a center of expertise for the coordination of critical and emerging technology foreign policy - starting with AI, advanced computing and quantum information technologies, and biotechnology.

### **Performance Goal Statement 1.4.1: Improved Peace and Security through Partnerships (Joint)**

**By September 30, 2026, build the capacity of at least five priority countries or regions aligned with U.S. national interests, to prevent and resolve conflict and violence, address fragility, and promote stability.**

#### **Performance Goal Progress Update**

In April 2022, President Biden launched the U.S. Strategy to Prevent Conflict and Promote Stability in partnership with four countries (Haiti, Libya, Mozambique, and Papua New Guinea) and one sub-region (Coastal West Africa – Benin, Côte d'Ivoire, Ghana, Guinea, and Togo). Since then, U.S. embassy teams and combatant commands have undertaken an unprecedented amount of engagement with regional, national, and local actors, including civil society, to identify focus areas for engagement and assistance and have conducted

deep analysis to inform objectives for the 10-year plans mandated by SPCPS. These consultations have laid the foundation for effective and sustainable partnerships, including written agreements relating to implementation and mutual accountability. Once the President approves the 10-year plans and submits them to Congress, further progress towards partnerships agreements will be made.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.4.1.1	Partnerships established in at least one priority country under the U.S. Strategy to Prevent Conflict and Promote Stability (SPCPS) (Joint)	FY 2022 Q4	Delayed	Efforts to develop partnerships are underway in all SPCPS countries, but none are yet written with objectives, as in milestone definition. Approval of SPCPS countries was delayed for more than a year, and country/region plans on which partnerships are to be based were not approved by this deadline.
1.4.1.2	Partnerships established in 3 or more of SPCPS countries (Joint)	FY 2023 Q4	In Progress	Efforts to develop partnerships are underway in all SPCPS countries.
1.4.1.3	Partnerships established in all SPCPS countries (SPCPS partnerships meet 20% of partnership outcome targets in one or more SPCPS country) (Joint)	FY 2024 Q4	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.
1.4.1.4	SPCPS partnerships meet over 30% of partnership outcome targets in majority of SPCPS countries (Joint)	FY 2025 Q4	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.
1.4.1.5	SPCPS partnerships meet over 50% of partnership outcome targets in majority SPCPS countries, or partnership agreements are revised or ended (Joint)	FY 2026 Q4	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.

## Performance Goal Statement 1.4.2: Promote a Stable Cyberspace (State)

**By September 30, 2026, sustain and enhance international cooperation to promote the U.S. vision of an open, interoperable, reliable, and secure internet and a stable cyberspace; and strengthen the capacity of the United States and partner nations to detect, deter, mitigate, and respond to international cyber threats and incidents.**

### Performance Goal Progress Update

In April 2022 the Department launched the Bureau of Cyberspace and Digital Policy (CDP) to lead, coordinate, and elevate the Department’s work on cyberspace and digital technology policies. The establishment of CDP brought additional resources in the form of funding and positions and facilitated closer coordination among existing Department efforts on cyberspace policy. This enabled the bureau to expand and deepen the number of countries the Department engaged with on digital and cyberspace issues.

### Key Performance Indicators

Indicator 1.4.2.1: The number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues which show demonstrable progress (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	89	105	121	118	124	175	185
Result	126	111	132	145	166	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.4.2.1: The establishment of CDP bureau brought additional resources in the form of funding and positions and facilitated closer coordination among existing Department efforts on cyberspace policy. This enabled the bureau to expand and deepen the number of countries it engaged with on digital and cyberspace issues. CDP’s capacity to expand engagements grew faster than expected and the bureau increased the FY 2023 and FY 2024 targets to address the repeatedly exceeded goals.

Indicator 1.4.2.2: The number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	30	79	125	95	111	290	300
Result	148	141	300	163	279	-	-

Status	N/A	N/A	N/A	N/A	Exceeded	-	-
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Indicator Analysis for indicator 1.4.2.2: CDP’s integrated mandate allowed for improved synchronization across the bureau’s policy units, increasing its capacity to enhance existing engagements on cyber and digital issues. CDP’s capacity to facilitate engagements grew faster than expected and the bureau increased the FY 2023 and FY 2024 targets to address the repeatedly exceeded goals.

## **Strategic Objective 1.5: Enhance foreign publics’ understanding of and support for the values and policies of the United States. (Joint)**

### **Strategic Objective Leads**

<b>Agency</b>	<b>Bureau</b>
State	Under Secretary for Public Diplomacy and Public Affairs
USAID	Bureau for Legislative and Public Affairs

### **Strategic Objective Progress Update**

- The U.S. Government uses outreach and engagement to understand, inform, and influence foreign audiences and promote shared values.
- The Department of State has been collecting monitoring and evaluation data and audience research insights to better understand what forms of outreach and engagement to key audiences around the world results in better understanding of and increased support for shared values and U.S. policy. This data-driven approach enhanced understanding of U.S. foreign policy and enables the U.S. Government to lead and sustain a stable and open international system underwritten by strong democratic alliances, partnerships, multilateral institutions, and rule of law.
- The Department also completed deployment of the Contact Relationship Management (CRM) tool to Department overseas posts ahead of schedule, providing a valuable tool for tracking engagement with audiences.
- The increasing capacity and integration of new tools such as public diplomacy (PD) Tools and CRM enable U.S. government personnel to better develop strategic plans that help to hone programming and messaging efforts that seek to demonstrate respect and mutual concern for international issues through thoughtful and more tailored engagements with foreign audiences.

## Strategies for Achieving the Objective and Next Steps

- Lead and sustain a stable and open international system underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules by building relationships with individuals, organizations, and states as a critical foundation for advancing democratic values and U.S. foreign policy priorities. These relationships require citizens to have access to facts and spaces where they can freely and openly discuss issues and debate policies. Talking with communities disproportionately affected by access to quality information will deepen understanding of access challenges at a local level. Improving integration of subject matter experts – who understand the local attitudes, beliefs, and behaviors that may constrain or advance U.S. interests – and evidence-based reporting on information environments where these discussions and debates take place is critical to ensuring that policy effectively counters threats against democratic governance that close and/or corrupt information spaces with disinformation.
- Continue and expand efforts to promote shared values and mutual understanding with foreign publics, ensuring staff are equipped with up-to-date knowledge, capabilities, and skills, and reflect and leverage the diversity of America. Provide tangible resources for practitioners that consider the legacy of biases in the deployment of strategic recommendations. By accelerating efforts to modernize staffing structures, create professional development opportunities, and improve technology, we will ensure our people are empowered with the most effective tools to achieve foreign policy priorities.
- Demonstrate an ethos of respect and mutual concern for international issues by fostering open and resilient information environments where democracies can thrive and lead the global dissemination of accurate information about U.S. policy and shared values. Countering misinformation and disinformation through consistent, timely, coordinated, and strategic messaging to foreign audiences will enable the United States to respond to competition more effectively in the information environment and empower individuals to affect informed decisions about their and our interests.
- Strengthen the number of staff available to focus on interagency coordination through flexible staffing systems that deliver on policy priorities. Improved coordination, tools, and resources will empower deployed staff to better understand local information environments, respond to competing influences, and evaluate and adjust efforts in real time to support mission objectives.



## Performance Goal Statement 1.5.1: U.S. Values and Foreign Policy (State)

By September 30, 2026, increase support among foreign publics for U.S. foreign policies and the democratic values at the heart of the American way of life.

### Performance Goal Progress Update

Baseline data collection for Youth Networks and a global surveys opinion polling are scheduled for completion by mid-2023. Looking ahead, potential challenges to on-time completion of these projects include potential difficulties collecting reliable polling data in hard-to-reach markets.

### Key Performance Indicators

Indicator 1.5.1.1: Percent of foreign participants indicating an increase in understanding of United States culture and values (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	87%	90%	92%
Result	N/A	N/A	N/A	88%	94%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.5.1.1: 2022, the Department of State exceeded the 85% of the targeted percent of foreign participants indicating an increase in understanding of the United States culture and values.

Indicator 1.5.1.2: Percent of target audience members surveyed who demonstrate increased support for U.S. values and foreign policy (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	47%	48%	49%
Result	N/A	N/A	N/A	46%	45%	-	-
Status	N/A	N/A	N/A	N/A	Met		

Indicator Analysis for indicator 1.5.1.2: In 2022, the Department of State came within 95% of the targeted percent of audiences demonstrating support for U.S. values and foreign policy, according to the Department's Policy and Brand Tracker Survey. While within the margin of error, the slight decrease between 2021 and 2022 among target audience members, based on other results from

the same survey, might be related to opinions on the military withdrawal from Afghanistan and/or the United States’ handling of the Delta variant of COVID-19.

**Indicator 1.5.1.3: Percent of foreign exchange program participants who volunteer in their host communities (State)**

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	47%	48%	70%
Result	N/A	N/A	N/A	46%	93%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded		

Indicator Analysis for indicator 1.5.1.3: Volunteer activities are an integral component of many people-to-people exchanges, providing opportunities for working side-by-side with like-minded Americans. The result far exceeded the target set for this indicator, in part due to the type of programs that reported against this indicator. The Department’s implementing partners are required to provide data after an exchange program’s cohort fully completes their program; some required program completion deadlines were adjusted to accommodate COVID-19 restrictions therefore there was a lesser number of programs that reported against this indicator than would normally be the case. These results represent mainly short-term exchange programs in which volunteerism is a required activity.

**Key Milestones**

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.5.1.4	Perform annual evaluations for at least two policy priority initiatives, programs, or campaigns to assess the extent to which they are achieving their stated goals (State)	FY 2023 Q4	In Progress	In September 2022, the Department completed an assessment to increase understanding of the facilitators and barriers surrounding DEIA in the context surrounding international exchange programs. The Department will complete two additional relevant evaluations in Q3 (June) 2023. These programs will include the goal of securing the 2027 World Expo in the United States and a three-country study on Media Literacy training programs.

				<p>As the largest single public outreach and engagement event implemented by the State Department, the World Expo has the potential to directly engage millions of individuals. The 2020 Expo Dubai evaluation provides practical recommendations on improving this program as well as recommendations that are relevant to similar, smaller scale, events hosted throughout the year and across the globe. The USA Pavilion messaging promoted the United States as a leader in global innovation, equity, and as a world-class destination for travel, study, and investment, messages that cut across a large share of U.S. engagement efforts.</p> <p>Media Literacy awareness and training are important to combating global disinformation and misinformation. R/PPR will complete an evaluation assessing the effectiveness of four media literacy training programs across three countries. This study will help program planners working on these specific programs, as well as those working on media literacy training around the globe, better understand when and how to use media literacy training as an engagement tool and make better decisions around target audiences for these engagements. Insights from this evaluation will inform efforts at stemming the global threat of misinformation and disinformation.</p>
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## Performance Goal Statement 1.5.2: Strengthen Relationships (Joint)

By September 30, 2026, establish or strengthen relationships between American people and foreign publics, as well as American and foreign institutions or groups of institutions to increase alliances at all levels of interaction.

### Performance Goal Progress Update

The Department’s deployment of the Contact Relationship Management tool to overseas posts is complete, and increasing capacity to conduct audience-focused research and program development through staff training is ahead of schedule, due largely to faster-than-anticipated on-boarding of training staff. The training support is now at expected levels. There are no expected challenges to achieving target performance for FY2023 so long as current funding and efforts to offer training are maintained.

### Key Performance Indicators

Performance Indicator 1.5.2.1: Percentage increase in staff capacity to conduct audience-focused research and program development among State (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	25%	25%	25%
Result	N/A	N/A	N/A	N/A	50%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.5.2.1: State exceeded the stated performance target for increasing capacity to conduct audience research and analysis. This excess performance is the result of a faster-than-expected onboarding of new audience-research specialists in the Office of Policy, Planning, and Resources for the Under Secretary of Public Diplomacy and Public Affairs. This excess performance is not expected to persist in the future; thus FY 2023 and FY 2024 targets remain the same as FY 2022.

Indicator 1.5.2.2: Number of State Department posts and USAID Missions that have completed training specifically on audience research, analysis, and segmentation (Joint – Disaggregated by State and USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	State: 20 USAID: 45	State: 25 USAID: 45	State: 20 USAID: 45

Result	N/A	N/A	N/A	N/A	State: 26 USAID: 58	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 1.5.2.2: State trained representatives from 26 posts on concepts related to audience research, analysis, and segmentation. State exceeded the target number of posts due to an increase in the number of training courses offered by FSI that include a specific curriculum element related to audience research.

In 2022, USAID exceeded its goal to provide audience research, analysis, and segmentation training to a total of 58 Missions. By training USAID Mission leadership (Mission Directors and Deputy Directors) and Mission field communicators (Development Outreach and Communications officers) on these principles of strategic communications, Missions are gaining additional insight into their audiences, further tailoring messages to resonate, and prioritizing communications channels to communicate USAID’s impact effectively and support USG priorities.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.5.2.3	By 2024, achieve 100 percent deployment of the Contact Relationship Management tool to State Department overseas posts and relevant domestic bureaus (State)	FY 2024 Q3	Complete	The Office of Contact Relationship Management completed deployment to all but 2 overseas posts by December 31, 2021. Those that remained were in suspended operational status. Relationships are the currency of diplomacy, and CRM empowers Department staff to manage those relationships with best-in-class 21st century technology. With CRM deployed to all overseas Missions and 40 domestic offices, users across the Department can build networks, conduct outreach and assess their effectiveness, as well as track interactions over time, capturing the life cycle of our

				relationships with contacts, including the reach and resonance of messaging around U.S. foreign policy priorities.
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## **Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive.**

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### **Goal Leads**

Agency	Bureau
State	Under Secretary for Economic Growth, Energy, and Environment
USAID	Bureau for Resilience and Food Security

### **Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans. (Joint)**

#### **Strategic Objective Leads**

Agency	Bureau
State	Bureau of Economic and Business Affairs
USAID	Bureau for Development, Democracy, and Innovation

#### **Strategic Objective Progress Update**

- In FY2022, the Department of State and USAID continued to promote each of the policies outlined in this strategic objective, including enabling partners to build the infrastructure necessary for modern society while:
  - Raising labor and environmental standards,
  - Promoting transparency and anti-corruption, and
  - Ensuring American firms and workers compete globally on every aspect of infrastructure.

- State and USAID have demonstrated support for U.S. exports and related economic policy priorities through facilitating progress concerning standards-related barriers to trade reported through international organizations.
- In February 2022, the World Trade Organization’s Committee on Technical Barriers to Trade (TBT) indicated that developing and least-developed country (LDC) Members are driving overall growth in transparency notifications aimed to prevent the creation of unnecessary standards-related obstacles to trade and investment.<sup>9</sup>
  - WTO notifications are transparency obligations requiring member governments to report trade measures to the relevant WTO body if the measures might influence other members.
- FY 2022 data available from the World Trade Organization’s TBT platform<sup>10</sup> indicate similar trends with developing and LDC Members submitting 84 percent of the 2,405 new notifications in the database including approximately 62 percent submitted by developing Members and approximately 22 percent submitted by LDC Members.
  - The increase in WTO notifications submitted by LDC Members over time indicates that these countries have had more engagement in international trade processes during recent years. This aligns with the USG goal of reducing standards-related barriers to trade.
- In FY2022, State and USAID launched 19 new initiatives via the Fiscal Transparency Innovation Fund (FTIF) to enhance global macroeconomic stability by assisting countries in increasing transparency and accountability in public financial management.
- In 2022, State strengthened the minimum requirements of fiscal transparency of partner governments identified in the Fiscal Transparency Report in the areas of debt transparency, supreme audit institution effectiveness, and sovereign wealth fund soundness. Annual reviews of the fiscal transparency of governments that receive U.S. assistance help ensure U.S. taxpayer funds are used appropriately and provide opportunities to dialogue with governments on the importance of fiscal transparency.

## **Strategies for Achieving the Objective and Next Steps**

- State and USAID will continue to leverage the USAID-American National Standards Institute Alliance (ANSI) to provide partner countries WTO notification capacity building and technical assistance.
- State and USAID will continue to provide targeted foreign assistance via the FTIF to help manage the impact of global economic shocks by promoting accountable public administration and sustainable economic growth, facilitating inclusive

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<sup>9</sup> <https://docs.wto.org/dol2fe/Pages/SS/directdoc.aspx?filename=q:/G/TBT/47.pdf&Open=True>

<sup>10</sup> <https://eping.wto.org/>

governance and management of natural resources, and strengthening governments capacity to manage sovereign debt and financial stability through the following activities:

- o Enhance natural resource management and Extractives Industries Transparency Initiative (EITI) compliance,
- o Counter PRC influence and ability to engage in non-competitive deals with partner countries,
- o Advance the independence and effectiveness of oversight bodies, and
- o Facilitate pro-transparency legislative reforms at the local and national levels.

### **Performance Goal Statement 2.1.1: International Economic Leadership (Joint)**

**By September 30, 2026, demonstrate support for U.S. exports and related economic policy priorities through progress concerning standards-related barriers to trade reported through international organizations.**

#### **Performance Goal Progress Update**

As outlined above, activities such as the USAID-ANSI Standards Alliance and the FTIF have supported U.S. exports and promoted economic policy priorities. Notably, the WTO Committee on Technical Barriers to Trade has reported that developing and least-developed country members have had increased engagement during FY 2021 and FY 2022 as shown in the table below.

#### **Key Performance Indicators**

Indicator 2.1.1.1: Number of notifications of new or changed Technical Barrier to Trade measures submitted to the World Trade Organization by Developing and Emerging Economies (Joint)

<b>Value Type</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Target	N/A	N/A	N/A	N/A	1451	1516	1580
Result	1195	1309	1241	1418	1482	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator Analysis for indicator 2.1.1.1: The 2022 result is 2 percent greater than the target, and future targets project sustained growth.



## Performance Goal Statement 2.1.2: Global Economic Partnerships (State)

By September 30, 2026, preference for the U.S. as an economic partner increases by 10 percent over the baseline of 39 percent.

### Performance Goal Progress Update

Fiscal years 2021 and 2022, the share of individuals preferring the U.S. as an economic partner remained the same despite the challenges posed by COVID-19 and the humanitarian issues in Afghanistan. As the stated challenges lose substance, we continue to see consistent advocacy favoring a U.S. economic partnership. The stated challenges are not foreseeable in the coming years.

### Key Performance Indicators

Indicator 2.1.2.1: Percent of surveyed individuals who indicate a preference for the U.S. as an economic partner (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	40%	41%	42%
Result	N/A	N/A	N/A	39%	39%	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator Analysis for indicator 2.1.2.1: In 2022, the Department of State came within 95 percent of the target for surveyed individuals who indicate a preference for the U.S. as an economic partner.

## Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs and Bureau of Economic and Business Affairs
USAID	Bureau for Resilience and Food Security

### Strategic Objective Progress Update

- Advancing inclusive and sustainable growth – U.S. Government started the [Nature Crime Alliance](#) and the illegal, unreported and unregulated ([IUU Fishing Action Alliance](#)). To drive effective program design, USAID completed evidence gap maps for Resilience and Water program areas, and drafted evidence gap maps for Agriculture-led Growth and Nutrition. To advance food security, USAID expanded its Feed the Future country portfolio to add eight more countries: the Democratic Republic of the Congo, Liberia, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, and Zambia. USAID also completed its Feed the Future Country Plan Guidance and held information sessions to roll out guidance to new and existing target countries and the interagency in October 2022. USAID launched initiatives to help partner countries address the food security crisis caused by Russia’s war on Ukraine, with a focus on supporting access to fertilizer and improving fertilizer use efficiency and yields.

Multilateral negotiations – The U.S. government was a leader in a wide range of relevant multilateral processes, including the [Global Biodiversity Framework](#), the [Artemis Accords](#), [negotiations on a global treaty to combat plastic pollution](#), and the World Trade Organization [WTO | Agreement on Fisheries Subsidies](#).
- Promoting economic growth and opportunities – At the [2022 Our Ocean Conference](#) hosted by the United States and Palau, participants made 410 commitments worth \$16.35 billion to end illegal fishing and plastic pollution, expand ocean conservation and green the shipping industry, and promote the blue economy and sustainable fishing. State and USAID launched 13 new initiatives via the [Fiscal Transparency Innovation Fund](#) to build local capacity to support sustainable

economic growth by promoting inclusive natural resource governance, accountable public administration, and financial stability and sustainable debt management.

## **Strategies for Achieving the Objective and Next Steps**

- Bolster Multilateral Economic Leadership – State and USAID will advance U.S. leadership in multilateral processes, multi-stakeholder partnerships, and international agreements supporting inclusive and sustainable economic growth and natural resource management and governance. They will promote adoption of U.S. innovations in green and blue technology and develop solutions that support climate change adaptation and mitigation, protect, and conserve natural systems, and safeguard global health and food security while growing economies and household incomes.
- Broaden Policy and Program Reach – Both will support inclusive and sustainable global economic growth and invest in initiatives that support workers, families, and middle-class livelihoods. Both will support the full and empowered participation and prosperity of historically underrepresented peoples, including indigenous, landless, extreme poor, minorities, local communities, women, and youth. Both will also promote economic ecosystems based on transparency, efficiency, and rule of law.
- Increase productivity – Both will drive sustainable productivity increases while promoting nature-positive impacts and increasing access to safe, nutritious foods. USAID will provide targeted support to onboard Feed the Future target countries, and advance Ukraine supplemental initiatives to help partner countries address the global food security crisis, focused on access to fertilizer and improved farming efficiency.
- Strengthen local capacity – Through initiatives such as the [U.S.-Democratic Republic of Congo Sustainable Development Working Group](#), [Global Innovation through Science and Technology Initiative](#), [Roadmap for a 21<sup>st</sup> Century U.S.-Pacific Island Partnership](#), and [Feed the Future](#), State and USAID will strengthen local capacity – including by mobilizing public and private actors – to catalyze inclusive growth, improve the business enabling environment, and tackle problems with local ingenuity. USAID will strengthen food and agriculture systems to be more inclusive, productive, and profitable, especially for small scale producers and micro to medium enterprises. Progress may be influenced by external factors including COVID-19 and impacts of Russia’s invasion of Ukraine.

## Performance Goal Statement 2.2.1: Sales by Farms and Firms in Agriculture and Food System (USAID Agency Priority Goal)

**APG Statement:** Facilitate inclusive, resilient growth in the agriculture and food system to sustainably reduce poverty, food insecurity, and malnutrition. By September 30, 2023, annual sales by assisted farms and firms in the agriculture and food system will exceed the pre-pandemic level of \$3 billion.

### Performance Goal Progress Update

In FY2022, USAID met the majority of or exceeded its targets for the Resilience and Food Security Agency Priority Goal. Beyond exceeding its quarterly goal for the number of FTF evaluations the Agency completed, USAID selected and officially announced eight new FTF target countries and finalized new Country Plan Guidance. Additionally, USAID completed evidence gap maps for the Resilience and Water Security, Sanitation and Hygiene program areas and completed draft evidence gap maps for Agriculture-led Growth and Nutrition, that will be finalized in FY23 Q3.

Indicator 2.2.1.1: Value of annual sales of producers and firms that are receiving U.S. Government assistance in U.S. Dollars (in billions)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	\$1.39	\$1.82	\$2.19	\$2.09	\$2.26	\$3.10	N/A
Result	\$1.68	\$3.05	\$3.30	\$3.78	N/A <sup>11</sup>	-	-

Indicator 2.2.1.2: Average value per capita of agriculture-related financing received by females as a percentage of the value per capita of agriculture-related financing received by males because of USG assistance

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	153%	137%	N/A
Result	N/A	N/A	N/A	N/A	N/A <sup>12</sup>	-	-

<sup>11</sup> Final FY 2022 indicators for this APG will not be available until Q3 FY23. Future updates to this information can be found on [Performance.gov](https://www.performance.gov).

<sup>12</sup> Final FY 2022 indicators for this APG will not be available until Q3 FY23. Future updates to this information can be found on [Performance.gov](https://www.performance.gov).

Indicator 2.2.1.3: Number of Feed the Future (FTF) Evaluations Completed<sup>13</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	N/A
Result	N/A	N/A	Q1: 7 Q2: 2 Q3: 3 Q4: 4	Q1: N/A <sup>14</sup> Q2: N/A Q3: N/A Q4: 3	Q1: 4 Q2: 6 Q3: 7 Q4: 7	-	-

**Performance Goal Statement 2.2.2: Economic Benefits from Natural Resource Management and Conservation (Joint)**

By September 30, 2026, on average, more than 600,000 people annually will derive economic benefits from sustainably managing natural resources or conserving biodiversity.

**Performance Goal Progress Update**

Performance Goal 2.2.2 is behind schedule due to the scheduled closure of some programs and delayed award or start-up of new programs. This inter-annual variation is expected and is the reason that the Performance Goal Statement was set as an average achievement by 2026. It is expected that State and USAID programming will meet or exceed the target of 600,000 people on average benefitting annually by September 30, 2026.

<sup>13</sup> Results for this indicator are reported on a quarterly basis against a quarterly target.

<sup>14</sup> At the direction of OMB, USAID ceased requiring APG quarterly reporting on indicators from the FY 2020 - 2021 cycle at the beginning of FY 2021. Reporting did not resume until FY2021 Q4. Thus FY 2021 Q1-Q3 data are not available.

## Key Performance Indicators

Indicator 2.2.2.1: Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance (Joint - Disaggregated by State and USAID)<sup>15</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	State: 150 USAID: 544,872 Total: 545,022	State: 150 USAID: 884,613 Total: 884,763	State: 100 USAID: 524,558 Total: 524,658	State: 100 USAID: 599,900 Total: 600,000	State: 100 USAID: 599,900 Total: 600,000	State: 100 USAID: 599,900 Total: 600,000	State: 100 USAID: 599,900 Total: 600,000
Result	State: 212 USAID: 593,397 Total: 593,609	State: 0 USAID: 649,401 Total: 649,401	State: 475 USAID: 511,490 Total: 511,965	State: 644 USAID: 827,212 Total: 827,856	State: 3108 USAID: 442,876 Total: 445,984	-	-
Status	State: Exceeded USAID: Exceeded	State: Unmet USAID: Unmet	State: Exceeded USAID: Met	State: Exceeded USAID: Exceeded	State: Exceeded USAID: Unmet	-	-

Indicator Analysis for indicator 2.2.2.1: State programs in Morocco, Jordan, and several Pacific Island countries reached a larger than expected audience due to the excellent work of partners in those countries. The USAID FY 2022 target was unmet primarily due to the scheduled closure of a significant program in Nepal and delay in award of its replacement.

<sup>15</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

## Performance Goal Statement 2.2.3: Inclusive and Sustainable Economic Growth (State)

By September 30, 2026, U.S. leadership in multilateral and bilateral discussions and negotiations will result in implementation of laws, policies, and regulations that achieve inclusive and sustainable economic gains.

### Performance Goal Progress Update

Results for this indicator were lower than the targets due to limited funding for some programs, COVID-19 travel restrictions, and impacts of Russia’s invasion of Ukraine. Based on review of the FY 2022 data and expected results of future projects, State reduced FY 2023 and FY 2024 targets. State anticipates as international meetings and travel resumes progress will be improved in future years.

### Key Performance Indicators

Indicator 2.2.3.1: Number of laws, policies, or regulations that address environmental quality, biodiversity conservation, and/or other environmental themes that are implemented as a result of U.S. engagement and assistance (State)<sup>16</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	400	275	300
Result	N/A	N/A	N/A	238	271	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 2.2.3.1: FY 2022 results for this indicator were lower than FY 2022 targets due to limited funding for some climate programs and COVID-19 related travel restrictions. In response to Russia’s invasion of Ukraine, likeminded Arctic States paused formal meetings of the Arctic Council so there are no results for 2022. Anticipated out-year performance remains higher than FY 2022 performance but early results indicate original targets were over-estimated and FY 2023 and FY 2024 targets have been adjusted appropriately.

<sup>16</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

## Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Office of the Science and Technology Advisor; Bureau of Economic and Business Affairs; Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Energy Resources; Bureau of Cyberspace and Digital Policy; and Bureau of Arms Control, Verification and Compliance
USAID	Bureau for Development, Democracy, and Innovation

### Strategic Objective Progress Update

- In support of U.S. technological leadership, we:
  - Developed institutional capacity via the Secretary of State’s Modernization Agenda and ; launched the Bureau of Cyberspace and Digital Policy; expanded the Regional Technology Officer program; and announced an inaugural Chief Digital Development Officer at USAID.; launched the Bureau of Cyberspace and Digital Policy; expanded the Regional Technology Officer program; and announced an inaugural Chief Digital Development Officer at USAID.
  - Expanded connectivity and responsible use of emerging technology through USAID private sector partnerships reaching over 6 million people in 16 countries.
  - Increased U.S. technology leadership in international fora through election of U.S.-supported candidates as Secretary General of the International Telecommunication Union and 2023 Global Partnership on Artificial Intelligence Council.
  - Advanced bilateral Science and Technology Agreements through six signed joint statements on quantum.
  - Engaged and negotiated on science and technology (S&T), cyber and digital economy policy, including implications for human rights, at key multilateral forums.
- To strengthen competitiveness, we:



- Increased transatlantic partnership via the U.S.-EU Trade and Technology Council.
- Developed G7 research integrity and security principles.
- Prioritized supply chains in key sectors of semiconductors, health, and energy.
- Developed infrastructure improvements, pro-competitive legal and regulatory reforms, and cybersecurity best practices.
- To enhance and protect the U.S. innovation base and leverage technology to improve lives, we:
  - Partnered to enable coordinated responses to cyber-attacks, advance Internet freedom, and counter foreign disinformation.
  - Established a humanitarian Information Sharing and Analysis Center for cyber awareness and USAID mobilized and funded the Charter for Digital Public Goods with partners.
  - Mobilized \$135 million in private capital for connectivity and digital services across 24 countries through.
  - Conducted Digital Ecosystem Assessments in 11 countries.
  - Launched the Global Partnership for Action on Gender-Based Online Harassment and Abuse.
  - Secured \$6.9 million in Department of Defense funding to establish a ChemTech Center focused on eliminating chemical weapons.

## **Strategies for Achieving the Objective and Next Steps**

- In FY 2023, the Department and USAID will:
  - Continue efforts to strengthen U.S. leadership and competitiveness in technology, while promoting democratic values and countering authoritarianism, across all engagement levels.
  - Continue its leadership in multilateral fora to shape norms and standards.
  - Develop programming to strengthen semiconductor supply chains and secure Information and Communication Technology via the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act.
  - Expand the Digital Invest program.
- The United States will advance democratic progress and counter authoritarianism at the Summit for Democracy and as the Freedom Online Coalition Chair.
- USAID will continue to support research, innovation, and technology through expansion of the eTrade Alliance, the Water for Energy and Food Grand Challenge, Youthmappers, the USAID-NASA MOU, Mozilla Foundation partnership on responsible

computer science, Ethical AI Challenge, WomenConnect, and participation in global alliances such as the Better than Cash Alliance.

- The Department will support international cooperation in support of U.S. goals:
  - Promote biotechnologies to address health, environmental, and food security challenges.
  - Advance research integrity and security and to strengthen the global research enterprise.
  - Develop and implement strategies for critical & emerging technologies.
  - Strengthen enabling environments, including regulatory, for digital ecosystems.
  - Strengthen open and interoperable systems with transatlantic partners and via regional partnerships.
  - Maintain a modern and agile export control system for defense articles and services.
  - Engage with the lethal autonomous weapons systems (LAWS) Group of Governmental Experts (GGE).
  - Oppose gender-based online harassment and abuse.
  - Leverage the Department's Key Verification Assets Fund to support arms control verification solutions.
  - Expose and counter foreign disinformation and propaganda.
  - Promote development of the responsible and rights-respecting use of AI.
  - Promote the responsible military use of AI.
  - Deploy U.S. energy and environmental technologies to strengthen energy security, increase access, and protect the environment.

### **Performance Goal Statement 2.3.1: Strengthen U.S. Leadership and Competitiveness in Technology (Joint)**

**By September 30, 2026, strengthen and expand our international partnerships and alliances to help drive American innovation and support responsible innovation by like-minded partners while protecting U.S. technology through existing export control regimes and bilateral arrangements.**

#### **Performance Goal Progress Update**

State and USAID leadership participated in 85 engagements and partnerships to raise the importance of S&T issues in diplomacy, exceeding FY 2022 targets. Strong international focus on S&T, due to the global pandemic, climate change, and strategic competition in S&T helped drive senior-level and frequent engagement across Department and USAID equities and helped promote innovation ecosystems aligned with U.S. values.

## Key Performance Indicators

Indicator 2.3.1.1: Number of partnerships, alliances, and dialogues on science and technology (Joint – Disaggregated by State and USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	State: 37 USAID: 14	State: 38 USAID: 15	State: 60 USAID: 16
Result	N/A	N/A	N/A	State: 36 USAID: 13	State: 58 USAID: 27	-	-
Status	N/A	N/A	N/A	N/A	State: Exceeded USAID: Exceeded	-	-

Indicator Analysis for indicator 2.3.1.1: FY 2022 results exceeded targets by more than 10 percent. A JSP-defined priority on S&T contributed to an increase in the Department’s capacity to participate in and initiate greater numbers of partnerships, alliances, and dialogues on S&T issues at senior levels. USAID prioritized partnership as a means for promoting innovation and strengthening digital ecosystems; robust partnership building led to higher than targeted results. This large increase may not be continuously observed in future years.

## Performance Goal Statement 2.3.2: Leverage Technology to Improve Lives Around the World (Joint)

**By September 30, 2026, drive the responsible development, deployment, use, and governance of rigorous scientific research and trustworthy technologies, and secure U.S. innovation against theft, abuse, misuse, and accidents.**

### Performance Goal Progress Update

In 2022, global Internet freedom declined for a 12<sup>th</sup> consecutive year due to increasingly widespread availability and use of technology by governments to violate rights. Nonetheless, NGOs determined 26 countries improved Internet freedom scores. In addition to diplomatic engagement and State programming, USAID supported Internet freedom programming in 38 countries and supported the

[Presidential Initiative for Democratic Renewal](#) launched in FY 2022 to foster open, secure, and inclusive digital ecosystems that advance democratic values and human rights.

### Key Performance Indicators

Indicator 2.3.2.1: Average internet freedom score of countries in the Freedom on the Net report (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	54	55	55
Result	N/A	N/A	N/A	52.7	52.5	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

## Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Economic and Business Affairs; and Office of the Chief Economist
USAID	Bureau for Resilience and Food Security

### Strategic Objective Progress Update

- Economic resilience – The Department secured a historic deal on the [Global Minimum Tax](#) and hosted the July 2022 [Supply Chain Ministerial](#). The Department strengthened supply chain resilience through a range of regional, sectoral, and bilateral mechanisms, developed implementation plans for the FY 2023 [International Technology Security and Innovation Fund](#), and proposed provisions for the [Indo-Pacific Economic Framework for Prosperity Ministerial Statement Pillar II – Supply Chain \(commerce.gov\)](#)

- Food systems resilience – USAID played a key role in addressing the global food security and economic impacts of Russia’s invasion of Ukraine. Food security funding provided worldwide under the Additional Ukraine Supplemental Act, 2022 supported programming to mitigate the impacts of fertilizer shortfalls and cushion the impacts on the most vulnerable people. USAID provided leadership during policy negotiations with global partners and networks, including at the G7 Global Food Security Summit and with the Global Alliance for Food Security, which brought together members to provide short-term assistance and promote longer term solutions in response to cross-sectional shocks, primarily COVID-19, conflict, climate, and indirect economic impacts of Russia’s war in Ukraine felt in developing countries around the world.
- Technological resilience – To prevent and improve responses to digital repression, disinformation, and malicious cyber activity, State established new and strengthened existing strategic partnerships including with the EU, OSCE, and Ukraine.
- Environmental resilience – The United States joined the High Ambition Coalition for Nature and People and the [High-Level Panel for a Sustainable Ocean Economy](#) and [ratified the Kigali Amendment](#). The U.S. Government initiated the [Ocean Conservation Pledge](#) and announced U.S. Government support for the [Eastern Tropical Pacific Marine Corridor](#) and [sustainable forest management globally](#). The whole-of-government [White House Action Plan for Global Water Security](#) laid the groundwork for U.S. efforts in 2023 on securing sufficient supplies of safe water for people all around the world.

## **Strategies for Achieving the Objective and Next Steps**

- Improve Abilities to Anticipate Shocks – State and USAID will prioritize systems for identifying political, economic, environmental, or technological shocks or disruptions at their earliest stages. Where possible, the Department and the Agency will mobilize resources to address potentially global disturbances at their source, where they may be addressed at relatively low cost, or before they threaten the American public or its allies and partners.
- Build Capacity to Prevent Shocks – State and USAID will build and support local adaptive capacities, and to ensure that institutions, communities, and systems are both strong and sufficiently supported. When appropriate, they will advance partnerships such as the [Atlantic Cooperation](#) to foster international resilience to global shocks.
- Secure critical supply chains, data, and infrastructure – Assisted by legislation such as the [CHIPS and Science Act](#), the Department of State and USAID will address countering threats to critical U.S. data and infrastructure, encouraging

diversified supply chains, supporting secure semiconductor chains, and developing and adopting secure telecommunications networks. The Department will also strengthen our regional supply chain diplomacy, including through the [U.S.-EU Trade and Technology Council](#), the [Indo-Pacific Economic Framework](#), and the [Americas Partnership for Economic Prosperity](#), and sectorally through the Minerals Security Partnership, the COVID-19 Global Action Plan, and the U.S.-East Asia Semiconductor Supply Chain Resilience Working Group.

- Enhance stakeholder engagement – Both will cultivate productive, creative relationships with the private sector and civil society, including through events such as the [Our Ocean Conference](#), to leverage their work with partners and allies to encourage global economic growth that is values-driven and sustainable.
- Progress may be influenced by external factors including continued COVID-19 travel restrictions and impacts of Russia’s invasion of Ukraine.

### **Performance Goal Statement 2.4.1: Biologically Significant Areas under Natural Resource Management (Joint)**

**By September 30, 2026, on average, more than two hundred million hectares of biologically significant areas will be under improved natural resource management annually.**

Performance Goal Progress Update Performance Goal 2.4.1 is on track due to sustained U.S. Government support for natural resource management as a biodiversity conservation approach for priority ecosystems and species, as well as the benefits it provides for resilience to environmental and other systemic shocks. Programming in future years is anticipated to sustain and expand these benefits.

#### **Key Performance Indicators**

Indicator 2.4.1.1: Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance, in millions (Joint - Disaggregated by State and USAID)<sup>17</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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<sup>17</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

Target	State: 20 USAID: 84. Total: 104.1	State: 20 USAID: 146.3 Total: 166.3	State: 89 USAID: 98.8 Total: 187.8	State: 90 USAID: 110 Total: 200	State: 90 USAID: 110 Total: 200	State: 90 USAID: 110 Total: 200	State: 90 USAID: 110 Total: 200
Result	State: 96.9 USAID: 109.8 Total: 206.7	State: 88.8 USAID: 208.8 Total: 297.7	State: 88.9 USAID: 107.2 Total: 196.1	State: 89.1 USAID: 133.4 Total: 222.5	State: 90.4 USAID: 123 Total: 213.4	-	-
Status	N/A	N/A	N/A	N/A	State: Exceeded USAID: Exceeded	-	-

Indicator Analysis for indicator 2.4.1.1: FY 2023 and FY 2024 targets do not improve upon FY 2022 performance because several significant programs will end at the end of FY2023. USAID programming exceeded targets by 12 percent due primarily to the initiation of two new programs in Zambia, and greater than expected performance of programming in Mozambique.

### **Performance Goal Statement 2.4.2: Cultivated Area with Climate Adaptation (USAID)**

**By September 30, 2026, more than 2.5 million cultivated hectares will be under improved climate adaptation practices.**

#### **Performance Goal Progress Update**

New 2022-2026 Global Food Security Strategy country plans will reflect increased emphasis on climate adaptation. Increasing farmers’ access and use of tailored, high-quality, relevant, and transparent climate information products, often in digital format, will improve farmers’ management of their cultivated hectares in a climate-adaptive way. We will also continue our efforts to ensure comprehensive reporting of cultivated hectares under climate adaptation practices and technologies.

#### **Key Performance Indicators**

Indicator 2.4.2.1: Hectares of cultivated land under improved climate adaptation practices or technologies with USG assistance, in millions (USAID)<sup>18</sup>

<sup>18</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	1.4	.893	1.3	1.4	1.3	.830	.530
Result	2.5	1.1	1.2	2.0	2.0	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 2.4.2.1: FY 2022 actual exceeded FY 2022 target by 53 percent, largely due to a Nigeria project increasing the number of firms commercializing inputs at the appropriate time in the agricultural cycle and their higher-than-expected smallholder farmer clientele. FY 2023/2024 targets are lower than FY 2022 actual: A large RFS drought-tolerant seed project and a large Tanzania value chain project that together reported >1 million hectares in FY 2022 ended in FY 2022, and new awards have not yet set outyear targets.



## Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.

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### Goal Leads

Agency	Bureau
State	Under Secretary for Civilian Security, Democracy, and Human Rights
USAID	Bureau for Development, Democracy, and Innovation

### Strategic Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens. (Joint)

#### Strategic Objective Leads

Agency	Bureau
State	Bureau of Democracy, Human Rights, and Labor
USAID	Bureau for Development, Democracy, and Innovation

#### Strategic Objective Progress Update

- The Summit for Democracy kicked off work on 750 different commitments, organized Democracy Cohorts between governments and civil society, and served as a catalyst for bilateral and multilateral engagement on deliverables and progress on explicit commitments. While too early to fully evaluate, engagement in FY 2022 was sustained and productive. Foreign partners cited the Summit when passing new laws, changing regulations, and further deepening their democracies. Examples include the United Kingdom’s changes to beneficial ownership laws, Nepal’s efforts to improve labor laws, and the U.S actions to improve transparency in real estate transactions.

- The United States, via leadership within the Community of Democracies, defended resilient democracies through a joint statement in support of Cuban human rights and fundamental freedoms; urged assessments on Hungary’s non-compliance with the Warsaw Declaration; contributed to the Working Group on Democracy and Technology’s report on technology use in elections; and hosted the official re-launch of the Democracy Platform in Geneva.
- Through the Presidential Initiative for Democratic Renewal (PIDR), the Department and USAID have begun to launch a suite of new initiatives aimed at supporting free and independent media, fighting corruption, bolstering democratic reformers, advancing technology for democracy, and defending free and fair elections. Each new program aims to challenge conventional wisdom and update the core elements of their work. For example, to date, USAID has identified countries that are experiencing democratic openings and developed partnerships with key partner nations. Support will be surged to these target countries to advance high-impact democratic reforms. Because many of these initiatives are just starting, results are anticipated for next year.

## **Strategies for Achieving the Objective and Next Steps**

- **Demonstrate Democracy Delivers:** The Department and USAID will elevate diplomatic engagement and foreign assistance to protect and promote democratic values and alliances, competitive political processes, resilient and open information environments, technology that respects democracy and human rights, and responsive and accountable institutions. The Department and USAID will provide technical and material assistance to nascent institutions, local organizations, and activists working to revitalize democracy around the world. Focus will include employing strategies that elevate local voices, advance technology for democracy while combating misinformation, and surge support to countries experiencing democratic openings.
- **Employ Collective Strength:** The Department and USAID will continue to build alliances based on shared democratic values with like-minded partners and will pool our collective strength to promote democratic values, accountability, and equal rights for all. Both agencies will focus on supporting key areas for strengthening democratic values and institutions at the bilateral level including information integrity and countering disinformation and propaganda; election integrity and competitive political processes all of which are foundational to democratic legitimacy. The Department and USAID will seek to build accountable and inclusive institutions, including in the security and justice sectors, by engaging with civil society partners.
- **Leverage the Presidential Initiative for Democratic Renewal (PIDR):** PIDR and related programs will continue after FY 2023. Initiatives will contribute to the whole-of-government response outlined in the first-ever 2021 U.S. Strategy on

Countering Corruption, empower citizen movements, and partner with countries that experience democratic openings, among others. Relevant program offices are engaged through foreign assistance funded programs or as part of diplomatic engagements. A good example is the Freedom Online Coalition – the U.S. has assumed the chair ship for 2023 and will build on our engagement to move forward on a range of democratic programs. All efforts are evaluated quarterly either through programmatic reporting or more frequent coordination meetings.

### **Performance Goal Statement 3.1.1: Demand for Democracy (Joint)**

By September 30, 2026, State and USAID will see a five percent gain in citizen confidence in and demand for democracy, including functioning institutions that respect open and competitive political processes, more resilient and legitimate civil society organizations, enhanced media and digital literacy, enhanced ability to counter disinformation and propaganda, and more inclusive civic engagement in countries where they operate as measured by the V-dem liberal democracy index. The Presidential Initiative for Democratic Renewal, launched at the 2021 Summit for Democracy, and commitments to protect and promote democracy made by participating countries and donors at the Summit will reinforce these efforts.

### **Performance Goal Progress Update**

The Department and USAID successfully launched programs as part of the PIDR and a series of related foreign assistance and policy programs. A large number are only just getting their full funding, or our engagement is just ramping up. At present, these programs are broadly on track or ahead of schedule to achieve their results. Quarterly reports of funded programs and frequent steering committee/secretariat – style meetings for other initiatives ensure that all efforts are being monitored for progress.

### **Key Performance Indicators**

Indicator 3.1.1.1: Number of USG-assisted consensus-building processes<sup>19</sup> resulting in an agreement (Joint – Disaggregated by State and USAID)<sup>20</sup>

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<sup>19</sup> Consensus-building processes include national, sub-national, and local dialogues, as well as referenda, and peace processes. Agreements can take the form of interim or final plans of action, constitutions, constitutional amendments, draft legislation, legislation on electoral frameworks issues, statutes, regulations, or peace agreements.

<sup>20</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	State: 20 USAID: 101 Total: 121	State: 20 USAID: 32 Total: 52	State: 20 USAID: 51 Total: 71
Result	N/A	N/A	129	34	State: 18 USAID: 211 Total: 229	-	-
Status	N/A	N/A	N/A	N/A	State: Met USAID: Exceeded	-	-

Indicator Analysis for indicator 3.1.1.1: State: Given the complex nature of Democracy Human Rights and Governance foreign assistance awards, the results tend to fluctuate from the set target due to shifts in the operational environment, emergent opportunities, and unexpected challenges. State elects to set conservative targets in the next two fiscal years. USAID: The target was exceeded due to the emergence of new opportunities. For example, in Kenya, USAID exceeded its target due to the unanticipated development of several Manifestos used to secure agreements with political aspirants.

Indicator 3.1.1.2: Percent of U.S. government public diplomacy program participants with a measured increase in ability to identify disinformation (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	80%	80%	80%
Result	N/A	N/A	N/A	N/A	95%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.1.1.2: State bureaus incorporated this indicator into applicable projects. Since projects typically last between one and two years, and data are not always available when needed, this report is based on one program, which had three relevant projects focused on disinformation. Additionally, variability among project activities and approaches hindered the ability to create a standardized methodology, and implementers' resources and capacity also vary. State will conduct research to determine options for moving standardization forward.

## Performance Goal Statement 3.1.2: Democracies that Deliver (Joint)

By September 30, 2026, there is a 3 percent gain in the total number of countries where citizens can use the executive, legislative, and/or judicial tools of democracy to meet their basic needs.

### Performance Goal Progress Update

Many of the commitments made as part of the Summit for Democracy were broadly aligned with seeking a gain in the number of countries where citizens can use the executive, legislative, and/or judicial tools of democracy to meet their basic needs. While an exact account is still forthcoming, there are examples of where Summit commitments resulted in citizens’ ability to use elements of their government to meet their basic needs. State expects the second Summit in March 2023 to provide a range of examples of how democracies are delivering.

### Key Performance Indicators

Indicator 3.1.2.1: Fairness and Access to Justice: Number of USG-assisted courts with improved case management systems (Joint – Disaggregated by State and USAID)<sup>21</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	State: 122 USAID: 225 Total: 347	State: 10 USAID: 283 Total: 293	State: 18 USAID: 257 Total: 275
Result	N/A	N/A	339	703	State: 19 USAID: 248 Total: 267	-	-
Status	N/A	N/A	N/A	N/A	State: Unmet USAID: Met	-	-

<sup>21</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

Indicator Analysis for indicator 3.1.2.1: State deviated from the FY 2022 target due to changes in the nature and scope of its programming in Afghanistan. After August 2021, International Narcotics and Law Enforcement Affairs (INL) programming to Afghanistan's justice sector was revised to be consistent with USG policy of no assistance or support to the Taliban. This revision resulted in significant deviation from the State target. Two other programs met or nearly met their targets for the performance indicator and plan to continue foreign assistance programs in FY 2023 and FY 2024.

USAID exceeded the target due to: new Missions commencing reporting on this indicator (Honduras, Mexico); an urgent need for courts to use virtual judicial management tools due to Covid-19; the associated inauguration of new courts and incorporation of electronic platforms in other existing courts (Guatemala); and unanticipated changes of territorial jurisdiction of courts in Ukraine that led to increased provision of court support to ensure continuity of case flow management and data security.

### **Performance Goal Statement 3.1.3: Democracy and Governance (USAID Agency Priority Goal)**

**APG Statement:** USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a five percent increase in the V-Dem Civil Society Participation Index in target countries.

#### **Performance Goal Progress Update**

Throughout FY 2022, USAID made consistent progress towards achieving its goals in the Democracy and Governance APG. USAID is using an innovative machine reading process to scan Democracy, Human Rights, and Governance (DRG) solicitation documents for citations of evidence to strengthen the use of evidence-based approaches in programming. The Agency’s efforts under this APG align with the Partnerships for Democratic Democracy (PDD) effort, part of the Presidential Initiative for Democratic Renewal. To advance the PDD effort, USAID used an evidence-based approach to finalize an updated list of countries experiencing democratic openings who the Agency will select for the PDD effort.

Indicator 3.1.3.1: Percent of DRG project solicitations in target countries that call for evidence-based approaches.

Value Type	CY 2018 <sup>22</sup>	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023	CY 2024
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<sup>22</sup> This indicator is reported on a calendar year (CY) basis, not a fiscal year (FY) basis

Target	N/A	N/A	N/A	N/A	28.5%	50%	N/A
Result	N/A	N/A	N/A	28.5%	66.7%		

Indicator 3.1.3.2: Percent increase in V-Dem Civil Society Participation Index for target countries

Value Type	CY 2018 <sup>23</sup>	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023	CY 2024
Target	N/A	N/A	N/A	N/A	2.5%	5%	N/A
Result	N/A	N/A	N/A	1.1%	N/A <sup>24</sup>		

Indicator 3.1.3.3: Number of new DRG Center learning resources produced

Value Type	CY 2018 <sup>25</sup>	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023	CY 2024
Target	N/A	N/A	N/A	N/A	27	30	N/A
Result	N/A	N/A	N/A	25	24 <sup>26</sup>		

Indicator 3.1.3.4: Downloads of data portrait and indicator inventories from [idea.usaid.gov/drg](https://idea.usaid.gov/drg)<sup>27</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	Q1: 320 Q2: 571 Q3: 738 Q4: 693	Q1: 994 Q2: 1163 Q3: 1331 Q4: 1500	N/A
Result	N/A	N/A	N/A	N/A	Q1: 320 Q2: 489 Q3: 657 Q4: 826		

<sup>23</sup> This indicator is reported on a calendar year (CY) basis, not a fiscal year (FY) basis.

<sup>24</sup> Final FY 2022 indicators for this APG will not be available until Q3 FY23. Future updates to this information can be found on [Performance.gov](https://www.performance.gov)

<sup>25</sup> This indicator is reported on a calendar year (CY) basis, not a fiscal year (FY) basis.

<sup>26</sup> This value only covers Q1-Q3 of CY22 (i.e., Q2-4 FY 2022) and does not capture many new learning resources (e.g., short weekly summaries USAID is publishing of academic studies relevant to DRG programming and nothing from the DRG Learning, Evidence, and Analysis Platform (LEAP)). The final value for FY 2022 result will be included in the FY 2023 APR.

<sup>27</sup> Results for this indicator are reported on a quarterly basis against a quarterly.

## Strategic Objective 3.2: Advance Equity, Accessibility, and Rights for All. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Democracy, Human Rights, and Labor
USAID	Bureau for Development, Democracy, and Innovation

### Strategic Objective Progress Update

#### Equity, Inclusion, and Accessibility

- State and USAID have initiated and continued a number of strategies to advance SO 3.2 from an intersectional approach: launching a new Key Issue Narrative on Advancing Racial Equity as a global information and data gathering mechanism; continuing to resource civil society actors to ensure social inclusion, access to justice, empower movements, protection from violence, and safeguard and protect fundamental rights of vulnerable or historically underrepresented populations in all their diversity: LGBTQI+ persons, transgender or gender-diverse persons in particular; persons with disabilities; migrants; members of underrepresented racial, ethnic, and Indigenous communities, religious minority group members.
- On April 14, 2022, Secretary Blinken released the [State Department’s Equity Action Plan](#), which outlines specific actions, metrics, and accountability efforts to improve its efficiency and effectiveness for successfully integrating E.O. 13985 into all aspects of its foreign affairs mission, including the establishment of its first Agency Priority Goal focused on equity.
- USAID’s [Equity Action Plan](#) pledged to enhance implementation of the Agency’s [Nondiscrimination for Beneficiaries Policy](#). To drive this commitment forward, USAID made its Inclusive Development training mandatory for all staff and is facilitating training on Nondiscrimination and Inclusive Development for Implementing Partners for Missions around the world.
- State and USAID contributed to the implementation of the [National Gender Equity and Equality Strategy](#) and the [Women, Peace, and Security Strategy](#) and associated implementation plans; the update to the [Strategy to Prevent and Respond to Gender-based Violence Globally](#); and the drafting of the [Women’s Economic Security Strategy](#).
- State and USAID are working in partnership with the White House to reach \$2.6 billion in annual gender equality programming across U.S. foreign assistance.
- The [GEEA Fund](#), which started with \$300 million over two years, is managed by USAID’s Gender Equality and Women’s Empowerment Hub (GenDev) and implemented by USAID and the Department of State.



- USAID launched a new programming mechanism, Inclusive Development Activity for Missions Support (IDAMS), which will allow Missions and DC-based Operating Units to buy into activities that advance programming for underrepresented populations.

### **Human Rights**

- During the reporting period, State and USAID supported numerous interventions focused on advancing equity in U.S. foreign policy, programming, and practices by advancing respect for human rights. This work contributed to preventing human rights abuses, protecting human rights defenders, and responding to human rights violations globally.
- Operating units (OUs such as Posts, Missions, Bureaus, and Human Rights mechanisms) have limited awareness of this indicator. As such, the current report reflects global human rights programs that are tracked by OUs in DC. State and USAID expect that OUs will improve the quality of their stand-alone and/or integrated human rights programs once guidance is issued to design more comprehensive human rights programs that effectively prevent, protect, and respond to human rights violations.
- State and USAID will extend the timeline to the end of FY 2024 for related milestones for stand-alone/integrated human rights programs.

### **Strategies for Achieving the Objective and Next Steps**

- The Department and USAID submitted their Action Plans for the National Strategy on Gender Equity and Equality (NGS), as required by Executive Order 14020, to the White House Gender Policy Council in July 2022. The NGS serves as an overarching umbrella framework to tie together related gender equality priorities.
- USAID will finalize revising its Gender Equality and Women's Empowerment Policy and will make the necessary revisions to ADS 205, updates to the Gender 101 and ADS training to align with the changes in policy, and launch GenderLinks, a repository of programming resources and promising practices. The Department is updating its Foreign Affairs Manual, technical guidance and tools, and trainings. Both State S/GWI and USAID/GenDev are increasing support to embassies, consulates, and Missions on gender equity and equality.
- Regarding human rights, State and USAID will continue to support Posts and Missions in preventing human rights violations, protecting human rights defenders, and responding to human rights abuses. The threats to democracy and human rights continue to increase. According to the 2022 Freedom House report, the current situation is the product of 16 consecutive years

of decline in global freedom, including human rights violations, affecting 60 countries that experienced a substantial decline last year. State and USAID will design separate frameworks for human rights programs and accompanying guidance to support Posts and Missions address these challenges.

### Performance Goal Statement 3.2.1: Human Rights (Joint)

**By September 30, 2026, enhance respect for human rights of all, with a particular focus on the challenges and realities of the most marginalized populations by preventing human rights abuses, protecting human rights defenders, and responding to human rights violations.**

#### Performance Goal Progress Update

This Performance Goal includes a new indicator that will enter effect for all Operating Units once it becomes a standard foreign assistance indicator. Since Missions are not yet aware of this new indicator, State and USAID are only reporting partial data corresponding to Washington-managed mechanisms. As of now, State reports 30 and USAID reports 53 programs that either prevent, protect and/or respond to abuses. We are behind schedule regarding milestones so State/USAID will extend the deadlines to Q4 of FY 2024.

#### Key Performance Indicators

Indicator 3.2.1.1: Number of standalone and/or integrated human rights programs/interventions that seek to prevent human rights abuses, protect human rights defenders, and respond to human rights abuses, with special focus on the most marginalized populations (Joint – Disaggregated by State and USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	State: 20 USAID: 20 Total: 40	State: 25 USAID: 25 Total: 50	State: 30 USAID: 30 Total: 60
Result	N/A	N/A	N/A	N/A	State: 30 USAID: 53	-	-

					Total: 83		
Status	N/A	N/A	N/A	N/A	State: Exceeded USAID: Exceeded	-	-

Indicator Analysis for indicator 3.2.1.1: Human rights programming is integral to State and USAID foreign assistance. Since this new indicator is not yet known to all OUs, State and USAID are only reporting partial data corresponding to Washington-managed mechanisms. For State, the results reported here reflect DRL’s ongoing work, exceeding the target. USAID also exceeded the target stemming from 17 Human Rights Grant Program (HRGP) and 36 Human Rights Support Mechanism (HRSM) programs.

Indicator 3.2.1.2: Number of USG-supported national human rights commissions and other independent state institutions charged by law with protecting and promoting human rights that actively pursued allegations of human rights abuses during the year (State)<sup>28</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	3	2	2
Result	N/A	N/A	N/A	N/A	0	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 3.2.1.2: As the footnote indicates, the targets for FY 2022 and FY 2023 were based on incomplete data, and the targets for FY 2023 and FY 2024 have been updated. Given the complex nature of DRG foreign assistance awards, the results tend to fluctuate from the set target due to shifts in the operational environment, emergent opportunities, and unexpected challenges that implementors encounter.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
3.2.1.3	Develop an assessment framework for human rights focusing particularly on historically	FY 2023 Q4	In Progress	The Secretary of State released the Equity Action

<sup>28</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

	underrepresented communities, to assess human right protection and response, develop tools to conduct the human rights assessment using the framework, and create strategic or programmatic guidance based on the assessment data to guide the development of either stand-alone or integrated human rights programming. Milestone deliverable would be a Guidance or How-to document with framework, tools, and programmatic guidance (State)			Plan (EAP) and State Department will develop a three-part equity strategic impact framework to evaluate global progress toward reducing barriers to equity.
3.2.1.4	Develop an assessment framework for human rights focusing particularly on historically underrepresented communities, to assess human right protection and response, develop tools to conduct the human rights assessment using the framework, and create strategic or programmatic guidance based on the assessment data to guide the development of either stand-alone or integrated human rights programming. Milestone deliverable would be a Guidance or How-to document with framework, tools, and programmatic guidance (USAID)	FY 2023 Q4	In Progress	Q4 (July – September 2023): USAID will update its landscape Analysis tool to ensure guidelines are provided to Missions for the development of stand-alone HR programs and/or integrated HR programming that prevent, protect, and respond to human rights abuses.
3.2.1.5	Create and adopt an approach, including tools and guidance, for State to more proactively collaborate with communities, governments, multilateral forums, and civil society to enhance respect for human rights by jointly identifying challenges, creating approaches, and iterating solutions through partnership, respect, and accessibility (State)	FY 2024 Q4	In Progress	State will report on a repository of tools and guidance stemming from the implementation of the EAP.

3.2.1.6	Create and adopt an approach, including tools and guidance, for USAID to more proactively collaborate with communities, governments, multilateral forums, and civil society to enhance respect for human rights by jointly identifying challenges, creating approaches, and iterating solutions through partnership, respect, and accessibility (USAID)	FY 2024 Q4	In Progress	This milestone will be completed by Q4 of FY 2024: USAID is considering including a localization chapter to its Landscape Analysis Tool.
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**Performance Goal Statement 3.2.2: Equity and Inclusion (Joint)**

**By September 30, 2026, increase U.S. Government actions across diplomacy and foreign assistance to advance accessibility, equity, and inclusion of marginalized populations in decision-making spaces, government service delivery, and at multilateral and regional forums.**

**Performance Goal Progress Update**

- The Department and USAID continue to strive towards ongoing, meaningful consultations with local women and girls in all their diversity and advancing more gender inclusion and equity in U.S. foreign policy under the complimentary gender equity and equality strategies.
- USAID and the Department are both working to mobilize all needed teams for broadening the scope of work to be inclusive of all aspects of equity and identity that need to be included, leading to a delay on the milestone for more inclusion across the Department and USAID.
- The Department continues its efforts to implement the EAP through the Department Equity Council (DEC), the continuation of the work helmed by D-MR’s Agency Equity Team. This expanded group includes all equity lanes in the Department, coordinates with the White House, and supports the mandates of the Department equity principals.

## Key Performance Indicators

Indicator 3.2.2.1: Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level (Joint – Disaggregated by State and USAID)<sup>29</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	65	46	67	65	State: 105 USAID: 116 Total: 221	State: 26 USAID: 115 Total: 141	State: 10 USAID: 100 Total: 110
Result	57	60	84	183	State: 89 USAID: 132 Total: 221	-	-
Status	N/A	N/A	N/A	N/A	State: Unmet USAID: Exceeded	-	-

Indicator Analysis for indicator 3.2.2.1:

- CSO developed 80 of 100 planned gender inclusive community stabilization strategies with grassroots councils across Colombia. This program concludes next year and will complete the remaining 20 then.
- S/GWI continues to support the integration of gender in six CVE policies and strategies in the Horn and Sahel regions.
- In Kosovo, OPDAT focused on legislative reforms to improve laws on the prevention of or response to gender-based violence by supporting the Crime Victim Compensation Law, the national Strategy against Domestic Violence and Violence against Women, and the National Strategy against Human Trafficking.
- In FY 2022, USAID's Tayar Nepal activity supported the integration of gender equality and social inclusion (GESI) in 64 of the Government of Nepal's (GON) Disaster Risk Reduction and Management (DRRM) policies, acts, and plans at the local and federal levels. Tayar Nepal succeeded in including gender and social inclusion in more legal documents due to active social mobilization and its engagement with municipalities, which led to significantly higher results than the targets.

<sup>29</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

## Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
3.2.2.2	Development of additional joint State and USAID inclusive partnership indicators for Foreign Assistance and Diplomatic Engagement - as they contribute to existing strategies (such as GFA, WPS, etc.) (Joint)	FY 2022 Q4	Delayed	<ul style="list-style-type: none"> <li>USAID developed an indicator to track the breadth of GEEA Initiative programming. Further gender sensitive indicators may be developed in FY23 based on the results of a gender indicator assessment.</li> <li>S/GWI tested a standard set of milestones and indicators across the multiple gender strategies.</li> <li>This milestone will be revisited with the broad equity team of stakeholders across the Department for next steps. Anticipated milestone completion date FY 2024 Q4.</li> </ul>

## Performance Goal Statement 3.2.3: Equity Across Foreign Affairs Work (State Agency Priority Goal)

**APG Goal Statement:** Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.

### Performance Goal Progress Update

The Department’s whole-of-State approach to integrating equity and the principles of [Executive Order 13985](#) into foreign affairs led to prototype development of an equity and inclusion analysis tool for use by posts and bureaus prior to design of foreign policy, foreign assistance, and public diplomacy programs, as well as to advancement of equity in procurement spending through a new negotiated

Small and Disadvantaged Business Utilization goal of 21 percent. The Department intends to use the agency’s policy, budgetary, programmatic, service delivery, procurement, and evidence-building functions to support ongoing implementation of a comprehensive equity strategy.

**Key Performance Indicators**

Indicator 3.2.3.1: Number of missions and bureaus reporting on the new Advancing Racial Equity and Support to Underserved Communities Key Issue

Missions:

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	54	108	N/A
Result	N/A	N/A	N/A	N/A	Q1:18 Q2:23 Q3: 18 Q4: 14	-	-

Bureaus:

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	12	24	N/A
Result	N/A	N/A	N/A	N/A	Q1:4 Q2:4 Q3: 4 Q4: 4	-	-

Indicator 3.2.3.2: Title Percent of Simplified Acquisition Threshold (SAT) awards to unique small business entities based on dollar value

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	32%	35%	N/A



Result	N/A	N/A	N/A	N/A	Q1:30% Q2:27% Q3: 30% Q4: 30%	-	-
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Indicator 3.2.3.3: (Retired) Percent of [foreign] survey respondents reporting a belief that the U.S. can simultaneously assist other countries to improve equity while working to address its own racial/ethnic justice issues

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	48%	53%	N/A
Result	N/A	N/A	N/A	N/A	Q1:43% Q2: N/A <sup>30</sup> Q3: N/A Q4: N/A	-	-

Indicator 3.2.3.4: Percent of missions using equity messaging in communication strategies

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	65%	75%	N/A
Result	N/A	N/A	N/A	N/A	Q1:70.9% Q2:65% Q3: 81.4% Q4: 90.8%	-	-

Indicator 3.2.3.5: Number of consensus UN outcome documents expanding inclusion of vulnerable and historically underrepresented groups, including racial, ethnic, and religious groups, persons with disabilities, indigenous persons, LGBTQI+ persons, and women and girls in all their diversity

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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<sup>30</sup> The Department retired performance indicator 3.2.3.3 at the end of Q1 FY 2022 and will replace it with an indicator of more immediate measurability for FY 2025 APP/FY 2023 APR.

Target	N/A	N/A	N/A	N/A	10	20	N/A
Result	N/A	N/A	N/A	N/A	Q1:11 Q2:21 Q3: 37 Q4: 37	-	-

**Performance Goal Statement 3.2.4: Diversity, Equity, Inclusion, and Accessibility in USAID Programs (USAID Agency Priority Goal)**

**APG Goal Statement: Increase equitable outcomes with USAID partners<sup>31</sup> globally. By September 2023, USAID will conduct inclusive development analyses and assessments in six additional Missions, and 100 percent of USAID Missions will have an Inclusive Development Champion<sup>32</sup> to inform program design as USAID implements the five actions prioritized in USAID's Equity Action Plan.**

**APG Progress Update:** USAID has conducted a survey that established a baseline and identified which Missions have and do not have Inclusive Development Advisors. At the beginning of FY 2022, USAID launched WorkwithUSAID.org, a resource designed to empower new and existing USAID partners with the knowledge to navigate working with USAID, part of a broader effort to diversify and expand USAID's partner base. Since the beginning of FY 2022, over 144,000 unique visitors have used the site and nearly 1,800 local organizations have added their profiles to the partner directory. Additionally, the Agency continued to further incorporate DEIA principles into a wide array of Agency policies and programmatic guidance and increase the Agency's ability to engage in inclusive development and implement USAID's Gender Equality Policy.

Indicator 3.2.4.1: Percent of new partners registered in the partner directory that have taken the pre-engagement assessment on WorkwithUSAID.org<sup>33</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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<sup>31</sup> Including implementing partners.

<sup>32</sup> Inclusive Development Champions include Inclusive Development Advisors or other Mission points of contact responsible for overseeing inclusive development in program design.

<sup>33</sup> Results for this indicator are reported on a quarterly basis against a quarterly target.

Target	N/A	N/A	N/A	N/A	18.5%	25%	N/A
Result	N/A	N/A	N/A	12%	Q1: 28% Q2: 24% Q3: 31% Q4: 32%	-	

Indicator 3.2.4.2: Percent of USAID Missions with Inclusive Development Champions

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	50%	100%	N/A
Result	N/A	N/A	N/A	0%	35%	-	

Indicator 3.2.4.3: Percent of external stakeholders who believe USAID’s streamlined processes have made proposal/application submission more cost effective for potential partners

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	25%	50%	N/A
Result	N/A	N/A	N/A	N/A	45%	-	

Indicator 3.2.4.4: Percent of USAID evaluations with a local expert included on the external evaluation team

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	38%	75%	N/A
Result	N/A	N/A	N/A	0%	50%	-	

## Strategic Objective 3.3: Prevent, Expose, and Reduce Corruption (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Office of the Coordinator on Global Anti-Corruption
USAID	Bureau for Development, Democracy, and Innovation

### Strategic Objective Progress Update

- Drawing on analysis of current trends, the [U.S. Strategy on Countering Corruption](#) set objectives and activities under five comprehensive and concrete lines of effort that guide Department of State (State) and USAID anti-corruption efforts. In FY 2022, both have made anti-corruption a resource priority and taken steps to increase U.S. policy and programmatic coordination, while recognizing more evidence and risk analysis are needed.
- To drive greater collective action to curb illicit finance, State and USAID co-led a multi-stakeholder Summit for Democracy cohort on Financial Transparency and Integrity, and State continues to support foreign government reforms in this area. Both are engaging multiple international fora to strengthen implementation of anti-corruption standards across all topics.
- State worked with interagency to hold corrupt actors accountable by leveraging sanctions and over 80 visa restrictions for corrupt officials and their immediate family members, facilitating asset recovery, building government and non-governmental capacity, and promoting Magnitsky-style authorities globally (e.g., Australia passing a sanctions authority).
- With the PIDR as an example, both State and USAID scaled up assistance and diplomacy to fortify governments against corruption, strengthen investigative journalism, increase civil society and business engagement, and protect anti-corruption actors – all drawing on evidence on the efficacy of multipronged approaches.
- To inform strategy implementation, USAID hosted its first Anti-Corruption Evidence and Learning Week and it launched bold new research, such as on social and behavioral norms in countering corruption. USAID also developed landmark resources -

including a [Dekleptification Guide](#) to help Missions respond to “windows of opportunity” to uproot entrenched corruption, a [Guide to Countering Corruption Across Sectors](#) and accompanying [Global Health Integration Handbook](#), and a State of Innovation report identifying gaps, barriers, and opportunities to counter transnational corruption. State hosted an anti-corruption learning series for Department staff and launched an internal anti-corruption toolbox.

## Strategies for Achieving the Objective and Next Steps

Anti-corruption efforts will continue to advance the U.S. Strategy:

- State will continue to integrate its anti-corruption efforts by setting context-specific and inclusive goals, identifying strengths and gaps, and increasing use of existing and new learning (e.g., the [International Anti-Corruption Conference](#)). Under its inaugural [Anti-Corruption Policy](#), USAID will complement anti-corruption programming with enhanced policy and communications engagement and new strategic partnerships, will implement the flagship Transforming the Fight Against Corruption Initiative.
- State will continue to use foreign assistance funding to expand partner capacity to counter illicit finance (e.g., on beneficial ownership), an essential step to preventing corruption.
- State will strengthen accountability for corrupt actors by improving how we leverage sanctions, visa restrictions, and law enforcement, and will partner with foreign governments and non-governmental partners to maximize impact.
- State and USAID will continue promoting international standard implementation and engaging in multilateral fora, including by hosting major anti-corruption summits and gatherings.
- Continuing progress on PIDR activities and other commitments, State and USAID will further mobilize diplomacy and foreign assistance to advance priority reforms under performance goals 3.3.1 and 3.3.2, among others. Example initiatives include:
  - Expanding the State-led [Blue Dot Network](#) to address corruption in infrastructure;
  - Advancing USAID’s [Reporters Shield](#), a defense liability fund for journalists and activists;

- o Awarding cash prizes under USAID’s [JET Minerals Grand Challenge](#) (part of the Countering Transnational Corruption Grand Challenge for Development) and continuing State’s [ASET Initiative](#);
- o Launching USAID’s Global Accountability Program to strengthen country resilience to grand, transnational, and strategic corruption;
- o Expanding USAID’s Empowering the Truth Tellers activities to strengthen coalitions of investigative journalists in under-resourced regions;
- o Expanding State’s support for investigative journalists and civil society collaboration under the multi-donor [Global Anti-Corruption Consortium](#); and
- o Supporting innovative, responsive anti-corruption programming through USAID’s Anti-Corruption Response Fund, State’s emergency financial assistance mechanisms, and a U.S. Department of Justice-implemented Rapid Response Program.

### **Performance Goal Statement 3.3.1: Anticorruption Enforcement and Accountability Initiatives (State)**

**By September 30, 2026, priority countries will adopt, or improve through amendment, a combined total of 20 anticorruption initiatives of the following types to improve enforcement and accountability mechanisms both within each priority country and in their international engagement on corruption issues: Whistle-Blower Protections, Non-Conviction Based Forfeiture, Foreign Corruption Accountability Tools, Beneficial Ownership, Foreign Bribery.**

#### **Performance Goal Progress Update**

Due to heightened focus on key anti-corruption reforms, there has been significant progress in adoption or improvement of targeted initiatives, such as six whistle-blower protection actions, two non-conviction-based forfeiture actions, one establishment of an anti-corruption sanctions regime, and nine actions to adopt and/or implement legislation or regulation on beneficial ownership and foreign bribery. State saw notable progress in Colombia, Kenya, Cyprus, Malta, and Peru, which each undertook two initiatives in these areas.

#### **Key Performance Indicators**

Indicator 3.3.1.1: Number of anticorruption initiatives adopted in priority countries (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	4	20	15
Result	N/A	N/A	N/A	N/A	18	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.3.1.1: State dramatically exceeded its target for FY 2022. This may be attributed to two factors: 1) heightened focus on priority anti-corruption reforms in under international and regional agreements, and via the U.S. Strategy on Countering Corruption and 2) no baseline/experience setting targets for this indicator. State has revised targets given this performance and anticipated reforms in the coming fiscal years.

### **Performance Goal Statement 3.3.2: Prevention, Detection, and Oversight of Corruption (USAID)**

By September 30, 2026, partner countries will have stronger prevention, detection, and/or oversight of corruption, including transnational corruption, due to empowered and protected government reformers and civic change agents, whose work leads to the adoption, improvement, or implementation of a combined total of 350 measures, processes, and/or initiatives focused on: Procurement and Contract Transparency Requirements and Processes, Asset Declaration Systems, Open Government Processes and Mechanism, Independent Audit and Oversight (including Legislative) Requirements and Processes, and Tax and Budget Transparency.

#### **Performance Goal Progress Update**

USAID has supported significant country progress in prevention, detection, and oversight of corruption, such as improved financial intelligence units; enhanced transparency platforms; implementation of Open Government Partnership National Action Plans; increased capacity of judges and prosecutors; accountable public procurement and contracting; bolstered citizen oversight; enhanced public accountability dialogues; support for investigative journalism; and more, in countries e.g., Colombia, DRC, Ecuador, Haiti, Indonesia, Jordan, Kosovo, Malawi, Mexico, Moldova, Peru, Philippines, Sri Lanka, Uganda, Ukraine, and Zambia.

## Key Performance Indicators

Indicator 3.3.2.1: Number of anti-corruption measures adopted or implemented due to U.S. Government assistance, to include laws, policies, and procedures (USAID)<sup>34</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	70	70	70
Result	N/A	N/A	N/A	127	68	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

**Strategic Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons. (Joint)**

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Latin America and the Caribbean

### Strategic Objective Progress Update

- In FY 2022, the Department of State, in partnership with the Departments of Homeland Security and Health and Human Resources, resettled 24,465 refugees in the United States through the U.S. Refugee Admissions Program (USRAP), more than double the number of refugees admitted in FY 2021. Additionally, the Department welcomed more than 83,600 Afghans with

<sup>34</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.



initial resettlement support. The warm welcome successfully provided to over 108,000 newcomers in FY 2022 reflects the Department's progress in rebuilding the USRAP.

- In FY 2022, PRM supported the International Organization for Migration's (IOM) regional migration programs to build government capacity to develop and manage humane migration policies and processes and work collaboratively with other governments to protect vulnerable migrants. IOM directly assisted 55 recipient governments across Africa, Asia, and the Western Hemisphere, and supported the adoption of best practices, policies, and legislation to promote safe, orderly, and humane migration; increased pathways for legal migration; built capacity to combat migrant smuggling and human trafficking; increased access to protection for victims; and developed border management processes to humanely reduce irregular migration and identify protection concerns.
- In support of the Administration's [Strategy for Addressing the Root Causes of Migration in Central America](#) and [Collaborative Migration Management Strategy](#), USAID and the Department achieved important progress in northern Central America, despite challenging macroeconomic environments and political backsliding. In November 2021, USAID launched *Centroamérica Local*, exceeding its initial local funding targets. USAID also helped design programs like the [Central American Service Corps](#) and the [Voices Initiative](#) to create opportunities for youth and civil-society organizations to drive change in their communities. The Department and USAID collaborated with other U.S. agencies and governments to double pre-pandemic numbers of temporary worker visas granted to citizens of Northern Central America while also strengthening worker protections. Department training professionalized over 5,000 civilian police across the region.

### **Strategies for Achieving the Objective and Next Steps**

- In FY 2023 and onward, the Department will continue to rebuild, strengthen, and modernize the USRAP while implementing innovations to meet ambitious targets. The Department aims to strategically position the USRAP on a durable foundation for the future by increasing arrivals to 10,500 per month by September 2023, resolving 50 percent of the existing USRAP case backlog prior to FY 2018, and processing cases within three months of USCIS interview in concurrent processing locations. The Department launched the [Welcome Corps](#), a new refugee private sponsorship program, in January 2023.

- The Department’s policies and programs will continue to promote safe, orderly, and humane migration by promoting and strengthening regional collaboration on migration management; promoting regular pathways for migration, including for those impacted by climate change, and including migrants in crisis and emergency preparation through capacity building programming.
- The Department will continue to advance dialogue and diplomatic engagement, advocate for a collaborative, humane approach to migration management, and enhance existing and create new regular pathways opportunities. Additionally, the Department will continue to prioritize improving migration management through increased use of migration-related data to inform and develop evidence-based migrant-inclusive policies and by supporting stakeholders in their efforts to collect and use accurate, reliable, and disaggregated data.
- USAID and the Department will continue to implement programs addressing the root causes of migration in El Salvador, Guatemala, and Honduras. Programs and partnerships will promote government accountability to citizens and mobilize the private sector to advance greater economic and educational opportunities for those likely to migrate, help combat rampant crime and violence, tackle corruption and impunity, mitigate the effects of climate change, and provide hope to the citizens of El Salvador, Guatemala, and Honduras so that they can remain in their home countries and not be compelled to make the dangerous journey north.

### **Performance Goal Statement 3.4.1: Refugee Resettlement (State)**

**By September 30, 2026, demonstrate U.S. leadership on refugee resettlement by meeting 100 percent of the regional refugee admissions allocations established by Presidential Determination<sup>35</sup>.**

#### **Performance Goal Progress Update**

In FY 2022, PRM resettled 24,465 refugees in the United States through the USRAP. Although significantly fewer than hoped, this is more than double the number admitted in FY 2021. Our interagency goal is to position the program to increase arrivals to 10,500 per

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<sup>35</sup> The President in accordance with section 207 of the Immigration and Nationality Act and after appropriate consultations with the Congress authorizes the total number of refugees that can come to the United States in a given fiscal year.

month by September 2023 and meet the President’s target of admitting 125,000 refugees in FY 2024. We aim to resettle 20,000 refugees from the Americas over the next two years.

Indicator 3.4.1.1: Percent of refugees admitted to the United States against the regional allocations established by the Presidential Determination (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	100%	100%	100%	100%	100%	100%	100%
Result	50%	100%	66%	18%	20%	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 3.4.1.1: The USRAP was, in effect, dismantled under the previous administration, necessitating labor-intensive investments in the past two years to regenerate critical infrastructure. The Biden-Harris Administration has prioritized rebuilding, strengthening, and modernizing the program to resume welcoming larger numbers of refugees. PRM set an ambitious goal recognizing that the United States last admitted 125,000 refugees in a single year three decades ago. Our work to expand resettlement capacity to reach this target will continue.

### **Performance Goal Statement 3.4.2: Root Causes of Migration (Joint)**

**By September 30, 2026, community violence and economic opportunity will improve from 2020 levels to discourage irregular migration to the United States.**

#### **Performance Goal Progress Update**

USAID partners with international and local private sector actors and focuses on micro, small, and medium enterprises in key geographic areas and sectors, while also collaborating with other U.S. agencies and international stakeholders to advocate for sound economic and fiscal policymaking. Newly launched crime and violence prevention programs aim to sustain recent declines in violent crime through expansion of risk-based interventions, as outlined in USAID’s crime and violence prevention field guide.

#### **Key Performance Indicators**

Indicator 3.4.2.1: Number of jobs associated with Root Causes Strategy implementation (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	30,000	40,000	52,000
Result	18,138	30,874	40,616	71,617	91,614	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.4.2.1: USAID greatly exceeded its FY 2022 target, which was based on historical averages and recovery of northern Central America economies following the COVID-19 pandemic. Against a challenging economic backdrop, USAID support to micro, small, and medium enterprises in El Salvador, Guatemala, and Honduras helped create and sustain jobs in key geographical areas, focus groups (e.g., women and youth), and agriculture and other key sectors. Out-year targets assume sustained USAID program funding levels and stable economic growth.

Indicator 3.4.2.2: Number of youth in Central America accessing violence prevention services (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	90,000	120,000	120,000
Result	N/A	N/A	N/A	N/A	54,641	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 3.4.2.2: USAID did not meet its FY 2022 target. In El Salvador, while government policies halted community-based tertiary prevention efforts, USAID reached nearly 30,000 youth through school-based services. In Guatemala, USAID indirectly reached at-risk youth by providing technical assistance to municipalities and refurbishing community centers. In Honduras, USAID continued support for outreach centers benefitting more than 150,000 youth. In FY 2023, USAID has launched large new youth and community-focused violence prevention programs and will refine indicator definitions to better capture increased results.

Indicator 3.4.2.3: Percent of respondents surveyed who say they are unlikely to migrate in the next six months (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	Honduras: 52% Guatemala: 63%	Honduras: 53% Guatemala: 64%	Honduras: 54% Guatemala: 65%

					El Salvador: 63%	El Salvador: 64%	El Salvador: 65%
Result	N/A	N/A	N/A	Honduras: 51% Guatemala: 62% El Salvador: 62%	Honduras: 53% Guatemala: 57% El Salvador: 62%	–	–
Status	N/A	N/A	N/A	N/A	Met	–	–

Indicator Analysis for indicator 3.4.2.3: The Department of State had mixed results regarding the likeliness of respondents migrating in the next six months. Although results for fiscal year 2022 came within 90 percent of targets, only in Honduras did respondents say they were less likely to migrate in 2022 than in 2021.

### **Strategic Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups. (USAID)**

#### **Strategic Objective Leads**

<b>Agency</b>	<b>Bureau</b>
USAID	Bureau for Development, Democracy, and Innovation

#### **Strategic Objective Progress Update**

- During FY 2022, USAID contributed to Strategic Objective 3.5 and improved health, stability, prosperity, and resilience by providing sustainable water services to more than five million people, including more than 250,000 women.
- During FY 2022, USAID contributed to Strategic Objective 3.5 by reaching more than 27 million children and youth with foundational skills programs and formal and nonformal education programming. USAID also supported more than 523 higher education partnerships. These programs provide children and youth, particularly the most marginalized and vulnerable, with increased access to quality education that is safe, enables children and youth to gain foundational skills such as literacy, and

provides youth with the skills they need to lead productive lives. USAID programs contributing to this objective also ensure that higher education institutions develop the capacity to be central actors in development and by conducting and applying research, delivering quality education, and engaging with communities.

### **Strategies for Achieving the Objective and Next Steps**

- The recent launch of the Global Water Strategy provides a clear direction for accelerating access to sustainable water access in service of improved health. The Global Water Strategy has elevated the cross-cutting principle of meeting the needs of marginalized and underserved people and communities and those in vulnerable situations. This ensures that USAID continues to improve inclusive and equitable services.
- USAID continues to receive budget allocations for educational programming to further learning outcomes for all children and youth, especially the most marginalized. Missions are initiating new programming in the areas of foundational skills, preprimary education, youth and workforce development, higher education, and education in emergencies. USAID will work with partner multilaterals to support stakeholder missions to sign on to the Commitment to Action for foundational skills to work with Ministries of Education to promote basic education programming and tackle Learning Poverty.

### **Performance Goal Statement 3.5.1: Strengthen Health, WASH, Food and Nutrition Services (USAID)**

**By September 30, 2026, USG programs will improve access to quality health, WASH, food, and nutrition services - especially amongst women, youth, and marginalized groups in 45 countries.**

#### **Performance Goal Progress Update**

The launch of the new global Water, Sanitation, and Hygiene (WASH) strategy provides promising future opportunities for continued progress. Under the previous five-year implementation Strategy (2017-2022), USAID exceeded its targets to provide 15 million people with access to safe drinking water and eight million people with access to sanitation services. Under the 2022-2027 Strategy, USAID has expanded its ambition and committed to reach an additional 22 million people with access to safe drinking water and 22 million people with access to sanitation over the five-year implementation period.

## Key Performance Indicators

Indicator 3.5.1.1: Health System Responsiveness through Continuity of Care: Average of the service gaps between a) ANC1 and ANC4<sup>36</sup>; and b) DPT1/Penta1 and DPT3\*/Penta3<sup>37</sup>, in health system strengthening project catchment areas supported by USAID (USAID)<sup>38</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	15.76	18.05	15.65	13.94	14.8
Result	N/A	10.00	19.00	22.86	18	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator 3.5.1.2: Number of people gaining access to sustainable water services in millions (USAID)<sup>39</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	5.7	7.6	8.6	5.3	4.3	5.6	5.6
Result	5.1	6.5	3.8	5.4	5.2	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.5.1.2: As programs continued to implement activities delayed by the COVID-19 pandemic, initial targets were exceeded. Continued growth is expected under the newly launched Global Water Strategy. Please note that these figures are accurate as of 1/10/2023, however PPRs continue to be received so they are subject to change.

Indicator 3.5.1.3: Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported nutrition activities, in millions (USAID)<sup>40</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
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<sup>36</sup> ANC1 = Total number of pregnant women who received antenatal care at the 1st visit. ANC4 = Total number of pregnant women who received antenatal care 4 times or more.

<sup>37</sup> DPT1/Penta1 = Total number of children under 24 months of age who received the first dose of the DPT1 vaccination. DPT3/Penta3 = Total number of children under 24 months of age who received the third dose of the DPT3 vaccination.

<sup>38</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

<sup>39</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

<sup>40</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

Target	22.3	28.0	29.0	24.1	23.3	24.6	23.7
Result	33.4	27.2	26.7	29.6	31.8	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.5.1.3: Results exceeded targets for this indicator in part because some countries reported results but did not have targets in the initial planning stage. For example, Rwanda reported 486,066 results even though they had 0 target in FY 2022. The FY 2024 target is slightly less than the FY2023 target because several countries did not report targets for FY2024.

### **Performance Goal Statement 3.5.2: Strengthen Educational Outcomes (USAID)**

**By September 30, 2026, children and youth--including girls and people with disabilities--in 25 countries will experience improved educational outcomes.**

#### **Performance Goal Progress Update**

Overall progress towards this objective is on track with results exceeding targets for two indicators but falling behind the target on a third. The low result for indicator 3.5.2.2 may be due to incomplete reporting at this early stage of the Performance Plan and Report Process. However, the result may also reflect a global reality of depressed learning outcomes following extended school closures due to COVID.

#### **Key Performance Indicators**

Indicator 3.5.2.1: Percent of individuals with improved soft skills following participation in USG-assisted programs (USAID)<sup>41</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	67%	76%	59%	53%	56%
Result	N/A	78	81%	72%	93%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 3.5.2.1: Results exceeded targets for this indicator due to unexpectedly high demand for existing programming, and due to an increase in the number of Missions offering soft-skills development programming.

<sup>41</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.



Indicator 3.5.2.2: Percent of learners targeted for USG assistance with an increase of at least one proficiency level in reading at the end of grade two (USAID)<sup>42</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	42%	10%	26%	19%	7%
Result	N/A	N/A	0	16%	16%	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 3.5.2.2: The result is lower than the target because several operating units (OUs) with higher targets had not yet reported results in PPR. If these OUs report results in line with their targets, then the overall targets will have been met. These contents are based on preliminary PPR data and are subject to change. Outyear targets falsely appear low for the same reason.

Indicator 3.5.2.3: Number of learners with improved access to education through USG-assisted programs (USAID)<sup>43</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	67,038	115,261	104,907
Result	N/A	N/A	N/A	17,424	64,249	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator Analysis for indicator 3.5.2.3: Operating units that did not meet their target for this indicator cited increasing costs and implementation delays as reasons targets were not met. These contents are based on preliminary PPR data and are subject to change.

<sup>42</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

<sup>43</sup> Data collection for this indicator was still in progress at time of publication. The FY 2022 result, FY 2023 target, and FY 2024 target represent incomplete data. The final FY 2022 result and updated FY 2024 target will be included in the FY 2023 APR.

## **Goal 4: Revitalize the diplomatic and development workforce and institutions.**

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### **Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce. (Joint)**

#### **Strategic Objective Leads**

<b>Agency</b>	<b>Bureau</b>
State	Bureau of Global Talent Management and Foreign Service Institute
USAID	Office of Human Capital and Talent Management

#### **Strategic Objective Progress Update**

State is working to modernize American diplomacy and remains committed to its most important asset, its people. During FY 2022, State:

- Implemented a paid internship program; launched the Colin Powell Leadership Program and Clarke Diplomatic Security Fellowship to attract a diverse workforce.
- Launched the Civil Service Talent Development Network to foster a culture of career development.
- Launched the Future of Work plan, State’s path to institutionalize a mission-first, agile, hybrid work environment.
- Established the Veteran Support Program to provide support to more than 7,000 State military veterans.
- Created a Retention Unit that developed a standardized exit interview process and conducted a stay survey that generated over 9,000 responses.
- Developed new training courses in mission critical areas including cyber diplomacy and climate change; launched a pilot tradecraft training program that addresses core skills for mid-career professionals.
- Expanded training capabilities with the opening of a state-of-the-art building at the Foreign Service Institute (FSI).

USAID is working to strengthen and equip its workforce; promote diversity, equity, inclusion, and accessibility; and integrate expertise in key areas:

- USAID implemented its Future of Work framework, providing flexibility for where staff accomplish work, while maintaining sufficient presence to meet USAID’s national security mission.
- USAID launched the Global Development Partnership Initiative (GDPI) to expand the Civil Service (CS) and Foreign Service (FS) workforce and strengthen the role of Foreign Service Nationals (FSNs).
- USAID implemented a Workforce Planning Model to forecast overseas FS staffing demand and assign officers where most needed.
- USAID further developed features and functionality in LaunchPad, USAID’s online portal for HR services. Updates included: new telework agreement, proof of vaccination, and award tools; and enhanced Getting-to-Post and onboarding tools.
- USAID’s Office of the Chief Diversity, Equity, Inclusion, and Accessibility (DEIA) Officer created the 2022 DEIA Strategic Plan; delivered the first DEIA survey; and established workforce targets for persons with disabilities.
- USAID’s Staff Care Center served 4,800 employees and equipped over 100 champions to promote employee wellness and resilience. which include workshops to help employees build knowledge, skills, and healthy habits for stress management, increased resilience, improved well-being, and counseling sessions.

## **Strategies for Achieving the Objective and Next Steps**

- State is doubling down on efforts to develop and retain our workforce and will release its first-ever retention strategy in 2023.
- In November 2022, State launched the Professional Development Mobility Program to enable more employees to participate in career development opportunities.
- To create a safe work environment where all employees can excel and thrive, State is developing plans to ensure efficiency and consistency of anti-bullying and anti-harassment investigations and employee support.
- In 2023, State will implement its updated Civil Service performance management system to include DEIA-specific competency requirements; managers and supervisors will be rated on their commitment to DEIA principles and employee development.
- State is preparing its personnel for 21st century demands with a systematic approach to career-long learning, including developing a Core Curriculum for mid-career personnel to advance a common skillset.

- State is completing several training benchmarking studies and will establish a Provost position within FSI by end of CY 2023.
- USAID will modernize the workforce’s skills and competencies to ensure alignment with Agency priorities and make sure staff are incentivized to support those priorities during annual performance and promotion processes.
- USAID will continue implementing the multiyear GDPI to expand the size of its CS and FS workforce and strengthen the role of FSNs.
  - USAID will shift away from term-limited, non-career, and non-direct-hire mechanisms toward more permanent staffing mechanisms.
  - As USAID works to grow its CS and FS workforce, USAID FSN staff will remain a critical component of USAID’s workforce. As part of the GDPI, the Agency will advance FSN initiatives, including increasing fellowships and exchange programs; advancing a warrant program for procurement professionals; establishing standard position descriptions for mission-critical occupations; and promoting leadership opportunities for FSNs at all levels.
- USAID will continue to enhance the human resources (HR) customer experience (CX) by improving existing online tools, expanding the use of new technology, and streamlining HR processes. USAID will continue to implement a multiyear improvement plan to establish a culture of CX excellence.

### **Performance Goal Statement 4.1.1: Customer Satisfaction Score (USAID)**

**By September 30, 2026, USAID will achieve a score of 4.5 in overall satisfaction with the Human Capital function on USAID’s Customer Satisfaction Survey.**

#### **Performance Goal Progress Update**

USAID’s Office of Human Capital and Talent Management was delayed in implementing standard operating procedures to guide HR staff in resolving customer requests and ensuring customers have a consistent experience. USAID is developing performance indicators for CX and will improve self-service options of LaunchPad, the online employee portal for HR services, allowing customers to resolve more issues on their own. However, reforms will take time to result in sustained increases in the customer satisfaction score.

#### **Key Performance Indicators**

Indicator 4.1.1.1: Score for the Human Capital function on the Customer Satisfaction Survey (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	4.32	4.3	4.5	4.3	4.5	4.5	4.3
Result	3.91	4.24	3.9	4.2	3.9	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 4.1.1.1: The government wide median declined between FY 2021 and FY 2022 by 5.5 percent. USAID experienced a similar decline (7 percent) and had its lowest participation ever. Historically, lower participation is correlated with a lower indicator score. USAID/HCTM’s staffing challenges and incomplete adoption of a customer-experience culture frequently resulted in the lack of timely and satisfactory resolutions of customer requests, contributing to customers’ negative perceptions and lower satisfaction.

**Performance Goal Statement 4.1.2: Federal Employee Viewpoint Survey and Career Satisfaction Index Results (Joint)**

**By September 30, 2026, the Department of State and USAID will enhance training, development, and work-life programs to increase employee engagement, career satisfaction, and retention, as measured by improved Federal Employee Viewpoint Survey (FEVS) scores.**

**Performance Goal Progress Update**

State has numerous current and planned efforts underway to retain and support a talented workforce, from the creation of training floats and the Talent Development Network to institutionalizing workplace flexibilities and developing a retention strategy. USAID scored well on employee engagement and satisfaction in the FY 2021 FEVS. USAID will analyze the FY 2022 FEVS and develop recommendations to narrow gaps. USAID will expand leadership training, increase the number of executive coaches, and expand FSN career advancement.

**Key Performance Indicators**

Indicator 4.1.2.1: FEVS Employee Engagement Index (EEI) Score (Joint – Disaggregated by State and USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	USAID: N/A State: 70	USAID: N/A State: 70	USAID: N/A State: 70	USAID: 81 State: 70	USAID: 83 State: 71	USAID: 81 State: 71	USAID: 81 State: 72

Result	USAID: 75.6 State: 68	USAID: 75.7 State: 68	USAID: 78.6 State: 72	USAID: 79 State: 71	USAID: TBD <sup>44</sup> State: 70	-	-
Status	N/A	N/A	N/A	USAID: N/A State: N/A	USAID: N/A State: Met	-	-

Indicator 4.1.2.2: FEVS-derived Career Satisfaction Index Score (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	58	53	53	54
Result	53	55	57	52	50	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator 4.1.2.3: FEVS Employee Satisfaction Index (SI) Score (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	75	80	73	74
Result	68	68	72.7	68	TBD <sup>45</sup>	-	-
Status	N/A	N/A	N/A	N/A	N/A	-	-

### Performance Goal Statement 4.1.3: Diversity, Equity, Inclusion, and Accessibility (Joint Agency Priority Goal)

**APG Goal Statement:** Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted

<sup>44</sup> The FY 2022 FEVS results for non-direct hires are not yet available. Two-thirds of USAID's staff are not direct-hires, and it is critical to include their feedback when assessing the engagement and satisfaction of USAID's workforce. The FY 2022 indicator score will be included in the FY 2025 APP/FY 2023 APR. The target for FY 2023 was updated based on the FY 2021 result.

<sup>45</sup> The FY 2022 FEVS results for non-direct hires are not yet available. Two-thirds of USAID's staff are not direct-hires, and it is critical to include their feedback when assessing the engagement and satisfaction of USAID's workforce. The FY 2022 indicator score will be included in the FY 2025 APP/FY 2023 APR. The target for FY 2023 was updated based on the FY 2021 result.

disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees with self-reported disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities.

### Performance Goal Progress Update

In FY 2022, the Department increased the number of employees with any self-reported disability from 14.3 to 15.3 percent of our workforce; launched a diversity trend dashboard that shows 20 years of demographic data; released the Department’s five-year DEIA Strategic Plan; increased recruitment outreach to persons with disabilities; put out several internal guidance documents on accessibility; and sponsored the iCount campaign to strengthen equity and inclusion for employees with a disability and foster disability-inclusive management practices.

While USAID continues to work towards achieving its goals for both indicators, the Agency finalized its first DEIA Climate Survey to capture the viewpoints and perceptions of the entire workforce across all hiring mechanisms and levels; hosted its first virtual hiring fair with targeted recruitment for disabled veterans and Schedule A eligible; welcomed its first Chief Diversity Officer; and published its DEIA Strategic Plan. The Agency is performing much better with regard to hiring and retaining CS staff with disabilities and targeted disabilities. Disaggregating the data by CS and Foreign Service (FS) shows that USAID has met its goal for percent of staff with a targeted disability among CS staff and is much closer to meeting its goal for the total percent of staff with a disability.

### Key Performance Indicators

Indicator 4.1.3.1: Percent of workforce with targeted disabilities out of the total number of employees

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022		FY 2023		FY 2024
Target	N/A	N/A	N/A	N/A	State: 2.2%	USAID: 1.8%	State: 2.4%	USAID: 2%	N/A
Result	N/A	N/A	N/A	N/A	State 2.2%	USAID <sup>46</sup> : 2.1%	-	-	-

<sup>46</sup> USAID updated its reporting methodology in FY 23 Q2 to clarify that it is reporting the percent of USAID Civil Service (CS) staff with disabilities and targeted disabilities for this APG.

Indicator 4.1.3.2: Percent of workforce with any disability out of the total number of employees

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022		FY 2023		FY 2024
<b>Target</b>	N/A	N/A	N/A	N/A	State: 14.8%	USAID: 10%	State: 15.5%	USAID: 12%	N/A
<b>Result</b>	N/A	N/A	N/A	N/A	State: 15.3%	USAID <sup>47</sup> : 9.5%	-	-	-

## Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Information Resource Management and Office of Management Strategy and Solutions
USAID	Bureau for Management

### Strategic Objective Progress Update

- In 2022, USAID launched the *Advanced Data Literacy Learning Series*. This advanced-level series offers USAID personnel the opportunity to further apply fundamental data knowledge and skills to common and critical USAID tasks, processes, and strategies. Agency uptake of data literacy training expanded from 29 operating units in 2021 to 71 in 2022.
- USAID launched the Global VAX Initiative Dashboards, which share COVID-19 vaccination data with USAID and other U.S. Government stakeholders. These dashboards synthesize data from USG and third-party sources to summarize COVID-19 vaccine absorption, coverage, and supply, along with contextual country-level COVID-19 disease information across USAID countries.

<sup>47</sup> USAID updated its reporting methodology in FY 23 Q2 to clarify that it is reporting the percent of USAID Civil Service (CS) staff with disabilities and targeted disabilities for this APG.



- In 2022, USAID’s [DATA Board](#) formed working groups to address Data Disaggregation; Diversity, Equity, Inclusion, and Accessibility (DEIA) data; and Public Access Plan Revision. The Data Categorization Working Group collected and organized data categories to comply with [OMB M-22-09](#) for implementing zero trust architecture. This culminated in a Zero Trust Data Categorization Schema in June 2022.
- In 2022, the DATA Board’s Master Data Management (MDM) Working Group implemented protocols for priority data domains (e.g., organization, staffing, geographic place names) and data dictionaries and taxonomies to standardize data use and facilitate interoperability.
- The Department is forging ahead with implementing JSP SO 4.2 through the Enterprise Data Strategy (EDS), its Data Campaigns, and their cross-Department partnerships.
- During FY 2022, the Department met or exceeded nearly each of its targets in the areas tracked as part of [its Agency Priority Goal on Data Informed Diplomacy](#), ensuring it is becoming a data-centric organization. The Department exceeded its targets in data literacy and data use, met its target in reducing redundant analytics infrastructure, and nearly met its target for assets in the enterprise data inventory.
- The Department also planned to update its data policy in FY 2022, and that update grew into the creation of a new Foreign Affairs Manual on Data Policy (20 FAM). That volume launched in FY 2023 Q1.
- One area where the Department fell short was in its ambitious goal of employing 100 data scientists under the new 1560 occupational series. While the Department has made significant strides in interviewing and hiring data scientists, the lag time related to hiring new candidates (posting vacancies, interviewing, hiring security clearance, and onboarding) and reclassifying existing employees (analysis and adjudication) has created a longer time horizon necessary to meet that target.
- As part of the data policy process, due to scope expansion and lengthy clearance and vetting, the FAM volume and Department memoranda socializing it were not released in FY 2022.

## **Strategies for Achieving the Objective and Next Steps**

- USAID’s Data Services Team is supporting the “Organization” Domain Data Stewards to curate a draft authoritative list for the Master Organization Domain in calendar year 2023. This team will also work with USAID’s Bureau for Policy, Planning and Learning to ensure USAID’s Program Cycle Operational Policy includes data quality standards for programs and to support USAID systems for programmatic data collection and sharing.

- In 2023 USAID will address the impact of infrastructure on data accessibility by improving USAID’s data architecture through master data management. The Chief Data Officer’s (CDO) team collaborates with information technology (IT) engineers in the Office of the CIO to update the USAID’s IT Strategic Plan (ITSP) and current and target data architectures.
- The Development Data Commons (DDC) effort is building capacity and technology solutions within USAID to advance the use of data science in support of the Agency’s mission. In 2023, the effort will establish the DDC team as an integrated team that includes experts from multiple M/CIO units and will begin implementing these technology solutions within USAID’s cloud environment. The DDC will be fully implemented in USAID’s network no later than October 1, 2025.
- Under the leadership of the Department’s CDO, who is in the Center for Analytics in the Office of Management Strategy & Solutions (M/SS/CfA), the Department has started updating its standard operating procedures to work with all bureau partners in inventorying data assets related to current and past partner projects and EDS campaigns.
- M/SS/CfA will create a communications campaign around the 20 FAM: Data Policy in FY 2023 Q2 to socialize its release.
- M/SS/CfA will work with the Bureau for Global Talent Management and other bureau partners to ensure data scientists under job series 1560 and 343 are counted as part of the APG and any other employees transitioning to that series are appropriately prepared for that process.

### **Performance Goal Statement 4.2.1: Data Informed Diplomacy (State Agency Priority Goal)**

**APG Goal Statement:** Ensuring that data is a critical instrument of diplomacy, the Department’s global workforce is empowered with the skills and tools to derive actionable mission insights from data, and its data assets are securely shared and effectively managed. By September 30, 2023, in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50 percent, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department’s Data Inventory/Data Catalog, and published a modern enterprise data policy.

#### **Performance Goal Progress Update**

The Department has exceeded the target number of person-hours trained every quarter during FY 2022, reaching a total of 31,074 in Q4. M/SS/CfA and the Foreign Service Institute collaborated closely to develop data courses and other less-structured trainings to offer the Department workforce learning opportunities on a range of data-related topics. The diversity of topics and easy access to

trainings paired with an effective communications campaign about the available offerings attracted a great deal of interest and many participants from across the Department. This achievement underscores the Department’s commitment to continued expansion of data literacy offerings to the workforce, and the Department expects this trend to continue in the future.

**Key Performance Indicators**

Indicator 4.2.1.1: Number of person-hours train (includes full training, modules in larger non-data-specific training, FSO Courses, and online self-study courses)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	22,050	52,500	N/A
Result	N/A	N/A	N/A	N/A	31,074		

Indicator 4.2.1.2: Number of Civil Service positions designated as Data Scientist positions under job series 1560 and 0343

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	100	50	N/A
Result	N/A	N/A	N/A	N/A	7		

Indicator 4.2.1.3: Number of uses of data assets housed on M/SS/CfA common infrastructure. Uses is defined as downloads, user sessions, views, and other relevant methods for interacting with myriad data products across multiple platforms (State)<sup>48</sup>

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	Q1: 72,523 Q2: 72,523 Q3: 72,523 Q4: 72,523	89,588	N/A
Result	N/A	N/A	N/A	N/A	Q1: N/A Q2:76,310 Q3:101,747 Q4:77,868		

<sup>48</sup> Results for this indicator are reported on a quarterly basis against a quarterly target.

Indicator 4.2.1.4: Number of organizational units below the bureau/office level leveraging common Analytics infrastructure (Including but not limited to: Tableau, Azure, ArcGIS, databricks, etc.) (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	82	110	N/A
Result	N/A	N/A	N/A	N/A	87		

Indicator 4.2.1.5: Number of data assets available on data.state.sbu (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	324	520	N/A
Result	N/A	N/A	N/A	N/A	252		

### Performance Goal Statement 4.2.2: Data Informed Development and Humanitarian Assistance (USAID)

By September 30, 2026, USAID will expand its capacity to use advanced analytic solutions such as data science, machine-learning, geospatial, and artificial intelligence tools to improve operations and inform decision-making for development and humanitarian assistance programs.

**Performance Goal Progress Update:** The indicator results below demonstrate that USAID is on track to strengthen capacity to use advanced data analytics for decision making. Two of the performance indicators, 4.2.2.1 and 4.2.2.3, are ahead of schedule and one, 4.2.2.2 is on track. USAID’s Data Services Training Team made an accelerated push to expand the range of offerings, and number of workforce members participating in, data literacy training. We expect continued growth for 4.2.2.3 but at a lower rate.

#### Key Performance Indicators

Indicator 4.2.2.1: Percent of completed evaluations that address an Agency Learning Agenda question (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	60%	60%	65%
Result	N/A	N/A	N/A	N/A	70%	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 4.2.2.1: This is preliminary reporting of the indicator, based on 77 percent of evaluations that were planned to be completed in FY 2022 that have been reported in the evaluation registry. This will be updated when all FY 2022 completed evaluations are reported in the registry. This is the first time we are reporting on this indicator, and the target was an expected estimate. The FY 2023 target will be reviewed after we get the final actual percentage for FY 2022.

Indicator 4.2.2.2: Number of Operating Units using a geospatial approach for decision-making as a result of GeoCenter assistance (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	25	25	27
Result	N/A	N/A	N/A	N/A	26	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

Indicator 4.2.2.3: Number of Operating Units using data literacy training and data management assistance for decision-making as a result of USAID Data Services support (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	13	16	80
Result	N/A	7	16	29	71	-	-
Status	N/A	N/A	N/A	N/A	Exceeded	-	-

Indicator Analysis for indicator 4.2.2.3: FY 2022 result exceeded the FY 2022 targets due to Data Services training program expansion and a higher-than-expected uptake. Because APP targets are set two years out, the FY 2023 target was set before USAID collected the FY 2022 data and was not revised upward.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.2.2.4	USAID Development Data Commons (DDC) implemented in USAID's network no later than October 1, 2025 (USAID)	FY 2026 Q1	On Track	USAID's Data Services team led an effort with the Bureau for Global Health to embed a Development Data Commons prototype in USAID's IT environment to help Agency staff use heterogeneous data and data

				science technologies to address mission-driven questions.
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### Performance Goal Statement 4.2.3: Innovative IT (State)

**By September 30, 2025, the Department will deploy enterprise-wide mobility technologies in a multi-cloud environment secured through zero trust principles.**

#### Performance Goal Progress Update

The Department made significant strides this year to empower the workforce with modern, secure mobility tools. The continuing shift to mobile mindset drove efforts to provision laptop computers over desktops, provide virtual phone numbers in Microsoft Teams, and to reinforce adoption of modern enterprise cloud technologies. The Department enhanced customer service with the “Tech for Life” device issuance pilot program and streamlined it through IT centralized services funded through the Working Capital Fund.

#### Key Performance Indicators

Indicator 4.2.3.1: (Retired) Percent of new cloud applications deployed that employ approved enterprise cloud infrastructure platforms that leverage available zero trust cyber security principles and controls (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	80%	N/A	N/A
Result	N/A	N/A	N/A	N/A	N/A	-	
Status					N/A		

Indicator Analysis for indicator 4.2.3.1: The Department is updating its cloud infrastructure and is working to build the necessary governance and guidance to accurately report on this performance indicator. The Department is developing a Cloud Computing Reference Architecture to set requirements for all cloud applications, but the timeframe to publish and execute measurements will likely exceed the period of this indicator. The Department retired this performance indicator and will replace it with an indicator of more immediate measurability for the FY 2025 APP/FY 2023 APR.

Indicator 4.2.3.2: (Retired) Percent of existing cloud infrastructure platforms brought into compliance with approved enterprise cloud infrastructure standards, including zero trust cyber security principles and controls (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	40%	N/A	N/A
Result	N/A	N/A	N/A	N/A	N/A	-	
Status					N/A		

Indicator Analysis for indicator 4.2.3.2: The Department is updating the cloud infrastructure standards and once complete and codified in FAM/FAH, will provide an accurate reporting of compliance, and work to mitigate deficiencies. Completion of this primary step was delayed in FY 2022, and while the progress in FY 2023 is anticipated, the Department retired this performance indicator and will replace it with an indicator of more immediate measurability in the FY 2025 APP/FY 2023 APR.

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.2.3.3	By September 30, 2022, the Department will complete an inventory of all active cloud platforms and applications to provide a baseline for effective measurements and meaningful indicators (State)	FY 2022 Q4	Completed	Completed inventory of the identified 151 registered cloud assets and 5 central platforms. New assets and platforms will be added as they come online.

## Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. (Joint)

### Strategic Objective Leads

Agency	Bureau
State	Bureaus of Diplomatic Security and Overseas Buildings Operations
USAID	Bureau for Management

### Strategic Objective Progress Update

- The Bureau of Information Resource Management (IRM) advanced 12 Zero Trust (ZT) functions within the Zero Trust maturity model. Four Zero Trust pillars – including Identity, Data, Networks, and Devices – are determined as being in the early stages of the advanced state of maturity. The Department has achieved 20% of its Zero Trust agency priority goal. IRM continues progress towards reaching advanced maturity through a phased project approach.
- IRM transformed and delivered a comprehensive Federal Information Security Management Act (FISMA) audit program that focused on audit preparation, remediation, and response enabling IRM’s proactive engagement with the Office of Inspector General (OIG) throughout all phases of the Audit lifecycle. As a result, the Provided by Client (PBC) checklist quality improved significantly and was recognized by OIG at the FY 2022 Exit Conference. There’s also been a 56% decrease in FISMA findings and recommendations issued year over year.
- IRM led the development of the Department’s enterprise-wide cyber strategy, which addresses 18 cyber security priorities and shapes the strategic direction of the Department’s cybersecurity program. The strategy is aligned to the Department’s cybersecurity priorities and key federal directives and mandates that are driving the improvement of cybersecurity across the federal landscape.
- IRM created and matured the Chief Information Officers (CISO) Council into a decision-making body to assist in driving the cybersecurity strategy and vision for the Department. Working Groups identified through the council utilize cross-bureau collaboration to develop and execute solutions to address cybersecurity challenges identified by the E-CISO and CISO Council.



- The Bureau of Diplomatic Security (DS) enhanced the security monitoring solutions of 41 Department facilities during FY 2022. With 80 of 460 domestic and overseas facilities upgraded prior to FY 2022, the technical security countermeasures at 121 (26%) sites have been enhanced.
- The Bureau of Overseas Buildings Operations (OBO) continued to improve physical safety and security through resolving 146 physical security deficiencies in FY 2022 and achieved a portfolio Facility Condition Index (FCI) score of 72%, a .5% increase from FY 2021, to ensure diplomatic personnel have safe and secure facilities in which to live and work.
- OBO's Climate Security and Resilience (CS&R) program continues to progress and has completed a baseline natural hazards dashboard and portfolio screening.
- The Bureau of Overseas Buildings Operations (OBO) continued to improve physical safety and security through resolving 146 physical security deficiencies in FY 2022 and achieved a portfolio Facility Condition Index (FCI) score of 72%, a .5% increase from FY 2021, to ensure diplomatic personnel have safe and secure facilities in which to live and work.
- USAID implemented an operational readiness assessment and established a baseline domestic operational readiness of 54.8%. Through learning and continuous improvement activities, USAID is on track to meet or exceed the 2023 metric.

### **Strategies for Achieving the Objective and Next Steps**

- IRM will continue to prioritize Identity, Credential, and Access Management (ICAM) projects and establish an integrated ZT Working Group to advance the capabilities in the five ZT pillars. The ZT Implementation Plan & Strategy will provide a roadmap that details the consumable enterprise ZT capabilities and advances the Department's security posture. IRM will develop a ZT readiness scorecard to show the progress of the bureaus' adoption of ZT capabilities.
- IRM will align the enterprise-wide cyber strategy to adhere to the Cybersecurity Framework (CSF) 2.0 and will continue to drive improvement of cybersecurity across the Department. The cybersecurity strategy will be socialized amongst CISO Council members to assist in executing cybersecurity priorities.
- DS will continue moving forward in its enhancement of Department facilities' technical security countermeasures but anticipates the influence of wide-ranging global circumstances including supply chain disruptions, international shipping delays, and increasing costs will persist and may impact project timelines for the enhancement of overseas facilities' security monitoring solutions.

- OBO will continue to refine the FCI scoring and other associated methodologies to prioritize projects with the greatest impact for posts worldwide by prioritizing construction based on an increasing number of factors and considerations such as climate security.
- OBO's Climate Security and Resilience (CS&R) program will initiate two pilot climate adaptation studies to be completed in FY 2023 that will inform future construction.
- USAID implemented a road to readiness to guide senior leaders through complex operational disruption exercises to highlight areas of opportunity for improvement and simultaneously is developing an operational readiness strategy and implementation plan to further guide improvement and sustainability of those improvements.

### **Performance Goal Statement 4.3.1: Cybersecurity (State Agency Priority Goal)**

**APG Goal Statement:** Through implementation of the Federal Zero Trust Strategy, the Department will improve its security posture by fully securing its infrastructure, networks, and data against internal and external cyber threats. By September 30, 2023, the Department will improve the maturity of all five Zero Trust pillars to the Advanced level as defined in the [CISA Zero Trust Maturity Model](#).

#### **Performance Goal Progress Update**

The Department continues to collaborate with key stakeholders to implement Zero Trust capabilities throughout the enterprise. The Department is moving from the traditional level of maturity to an advanced state by advancing the following capabilities: multi-factor authentication (MFA), centralized identity services, privileged user access management, and federation of identity with some cloud and on-prem systems. The State Enterprise Identity, Credential, and Access Management (SE-ICAM) team continues to meet the goal of maturing and advancing the Zero Trust identity capabilities in a phased approach. Currently, the SE-ICAM has projects scheduled out into FY25 to assist in achieving the advanced state of maturity. The Initial Operating Capability (IOC) for the Master User Record (MUR) will be rolled out in Q2 FY2023; many identity capabilities are dependent on the MUR. Constraints in project resourcing and funding have delayed initial project timelines. These constraints may continue to persist in the future as stakeholders continue to assess the necessary tools, technologies, resources, and funding needed to achieve the advanced state of maturity.

## Key Performance Indicators

Indicator 4.3.1.1: Number of individual pillars advancing to the “Advanced” maturity level each year. (Traditional, Advanced, Optimal)<sup>49</sup> (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	2	5	N/A
Result	N/A	N/A	N/A	N/A	0	-	-

Indicator 4.3.1.2: Number of activities advanced within Pillar 1 - Identity (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	3	12	N/A
Result	N/A	N/A	N/A	N/A	1	-	-

Indicator 4.3.1.3: Number of activities advanced within Pillar 2 - Device (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	3	12	N/A
Result	N/A	N/A	N/A	N/A	3	-	-

Indicator 4.3.1.4: Number of activities advanced within Pillar 3 – Network/Environment (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	3	12	N/A
Result	N/A	N/A	N/A	N/A	3	-	-

Indicator 4.3.1.5: Number of activities advanced within Pillar 4 – Application Workload (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	4	14	N/A
Result	N/A	N/A	N/A	N/A	0	-	-

<sup>49</sup> The Department’s starting point in the CISA model is “Traditional.” During the CISA assessment phase, we determined that our investments in Identity Credential and Access Management (ICAM) contributed toward an advancement in the Identity Pillar. For the remaining pillars, we reset our cybersecurity baseline at Traditional during the assessment.

Indicator 4.3.1.6: Number of activities advanced within Pillar 5 - Data (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	3	12	N/A
Result	N/A	N/A	N/A	N/A	3	-	-

### Performance Goal Statement 4.3.2: Enhancing Security Monitoring Solutions (State Agency Priority Goal)

**APG Goal Statement:** Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. To date, the Bureau of Diplomatic Security has enhanced the security monitoring solutions of approximately 17 percent of Department facilities. By September 30, 2023, 35 percent of domestic and overseas sites will be upgraded.

#### Performance Goal Progress Update

Progress in the enhancement of Department facilities’ security monitoring solutions continues to move forward and the project is currently considered on track with DS’s original estimations. It is anticipated that the influence of wide-ranging global circumstances including supply chain disruptions, international shipping delays, and increasing costs will persist, however, and may impact project timelines.

#### Key Performance Indicators

Indicator 4.3.2.1: Update technical security countermeasures for Department of State facilities worldwide (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	120 (26%)	161 (35%)	N/A
Result	N/A	N/A	N/A	80 (17%)	121 (26%)	-	-

Indicator 4.3.2.2: Conduct technical security upgrade surveys needed to enhance Department of State facilities’ security monitoring solutions (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	40	80	N/A
Result	N/A	N/A	N/A	N/A	48	-	-

Indicator 4.3.2.3: Research, develop, and document designs for Department of State facilities’ security monitoring solution enhancements (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	47	95	N/A
Result	N/A	N/A	N/A	N/A	65	-	-

### Performance Goal Statement 4.3.3: Operational Readiness (USAID)

By September 30, 2026, USAID will achieve an overall Readiness Scorecard rating of 85 percent.

#### Performance Goal Progress Update

USAID successfully launched the Readiness Scorecard during the performance period, conducting operational readiness assessments of each of the Agency’s Bureaus and Independent Offices, and establishing baseline readiness scores. Additionally, early indications from the second round of assessments show that many of the findings and recommendations from the initial assessment have been addressed. Finally, progress is underway to expand the Scorecard to cover overseas USAID Missions.

#### Key Performance Indicator

Indicator 4.3.3.1: Readiness Scorecard Percent Rating (USAID)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	N/A	60	70
Result	N/A	N/A	N/A	N/A	Baseline established	-	-

Status	N/A	N/A	N/A	N/A	Met	-	-
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### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.3.3.2	Establish baseline for USAID Readiness Scorecard Rating (USAID)	FY 2022 Q4	Complete	USAID successfully established a baseline for its readiness scorecard

### Performance Goal Statement 4.3.4: Physical Safety and Security (Joint)

**By September 30, 2026, strengthen the safety, security, and climate resilience of the Department of State and USAID’s global real property platform and protect personnel through advanced building and sustainable asset management programs.**

#### Performance Goal Progress Update

In FY 2022, OBO continued to resolve security deficiencies through targeted construction projects. In FY 2023, OBO will refine prioritization to direct project resources based on other priorities, such as FCI improvement and CS&R ratings through the bureau’s Capital Planning Process (CPP).

#### Key Performance Indicators

Indicator 4.3.4.1: Number of resolved physical security deficiencies through OBO projects (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	180	134	176	228	171
Result	N/A	N/A	144	115	146	-	-
Status	N/A	N/A	N/A	N/A	Unmet	-	-

Indicator Analysis for indicator 4.3.4.1: In FY 2022, major projects scheduled for completion continued to be impacted by the effects of the global COVID-19 pandemic on the construction industry. Procurement delays, stoppages of shipments of critical materials, and

travel restrictions delayed project schedules and prevented critical project compliance inspections, and commissioning activities. Delays in the completion of construction projects resulted in resolving fewer security deficiencies than planned for FY 2022. In addition to the planned projects in FY 2023, the construction projects completions that fell behind schedule in FY 2022 are expected to be completed in FY 2023. This resulted in an increased number of security deficiencies that are expected to be resolved in FY 2023.

Indicator 4.3.4.2: Percent of overseas facilities with Facility Condition Indices (FCI) score above 70 (Joint)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	N/A	N/A	72%	72.5%	73%
Result	N/A	N/A	N/A	N/A	72%	-	-
Status	N/A	N/A	N/A	N/A	Met	-	-

### Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.3.4.3	By 2024, assess natural hazards threats and develop proactive adaptation strategies that enhance mission resilience through establishing a Climate Security & Resilience program in alignment with the Department’s Climate Adaptation and Resilience Plan. (State)	FY 2024 Q4	In Progress	The program is developing per foundation building phase of its change management plan (e.g., staffing/budgetary needs defined, communication strategy developed). The lack of dedicated resourcing has elongated the phase by three years.

4.3.4.4	<p>By 2023, in accordance with USAID's Climate Action Plan and Sustainability Plan, where overseas USAID facilities are not co-located with State, and at Missions where USAID independently owns real property, USAID will develop strategies to pursue property renovation and refurbishment plans to enhance climate resilience, improve energy efficiency, and reduce building emissions. (USAID)</p>	FY 2023 Q3	Complete	<p>USAID's FY2024 to FY2028 Real Property Capital Plan and USAID's Climate Action Plan outline agency strategies to meet USAID's milestone for USAID-owned or managed properties overseas. Specifically in collaboration with the Department of State, USAID performed a screening-level analysis of independently owned, leased, and managed USAID facilities to rank them according to their relative natural hazards risk. The analysis incorporated eight natural hazards.</p>
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## Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel

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### Goal Leads

Agency	Bureau
State	Bureau of Consular Affairs

### Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad. (State)

#### Strategic Objective Leads

Agency	Bureau
State	Bureau of Consular Affairs

#### Strategic Objective Progress Update

- The Department continued its efforts to improve Travel.State.Gov, which contains safety, security, and crisis information for U.S. citizens traveling or residing abroad, as well as information on obtaining a U.S. passport or visa.
- The Department’s Bureau of Consular Affairs (CA) concluded a research study in April 2022 and is implementing recommendations to simplify the main landing page and international travel home page so that more people can understand messages and locate services in the shortest time possible.
- CA launched a bureau-wide web management sessions to train employees how to write in plain language, review web content for 508-compliance, and share techniques to arrange web page content.
- The Pay.gov DS-82 program expanded to 41 new missions, for a total of 66, that offer online fee payment to 87 percent of overseas passport renewal applicants (a 51 percent increase from FY 2021). The program processed over 83,600 successful transactions totaling \$10.71 million.

## Strategies for Achieving the Objective and Next Steps

- The Department is in the process of hiring a web content manager (early FY 2023) to complete a comprehensive review of the Travel.State.Gov website and fully implement the research study recommendations.
- The Department automated the fee reconciliation process that added process efficiencies in overseas passports operations and domestic backend support. This process streamlining will facilitate the expansion of the Pay.gov DS-82 program in FY 2023.
- CA created and added a new position, a Customer Experience (CX) Strategist, to its leadership team to help identify opportunities to serve American citizens traveling or residing abroad in more design-focused and efficient ways. The CX Strategist started in January 2023. This added resource will contribute to CA understanding U.S. citizen needs, and ensuring consular services are designed and improved to meet them in the most effective manner, leading to ever more inclusive and accessible options and building trust in government by improving customer experience.

### Performance Goal Statement 5.1.1: Improve Consular Fee Collection through Pay.Gov (State)

**By September 30, 2026, the Department improves U.S. citizens' access to services and payment by implementing the Overseas Pay.gov for Adult Passport Renewal (form DS-82) program at 90 percent of missions abroad.**

#### Performance Goal Progress Update

By the close of FY 2022, 66 missions actively participated in the Pay.gov DS-82 program. This was the first fiscal year with a team of three full-time employees supporting the program, allowing for double the launches of FY 2021. Additionally, through automation of the fee reconciliation process to add efficiencies for both overseas operations and for backend Washington support, the Department exceeded our expectations for the year. This streamlining will facilitate the expansion of the Pay.gov DS-82 program in FY 2023.

#### Key Performance Indicators

Indicator 5.1.1.1: Percent of Overseas Missions that participate in Pay.gov DS-82 program (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	N/A	N/A	5%	25%	87%	90%	90%
Result	N/A	N/A	7%	29%	87%	-	-

Status					Met	-	-
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Indicator Analysis for indicator 5.1.1.1: This success is due to the establishment of a team for the program consisting of three full-time positions along with process automation.

### **Performance Goal Statement 5.1.2: Accessibility and Process Improvement of Travel.State.Gov (State)**

**By September 2024, the Department will assess, design, and implement a Travel.State.Gov content review and update process informed by Department and interagency stakeholders that ensures accessible and timely operational, safety, security, and crisis information for U.S. citizens traveling or residing abroad.**

#### **Performance Goal Progress Update**

While a comprehensive review of the website was not completed in FY 2022, the Bureau of Consular Affairs (CA) has developed a partnership with the Department’s Bureau of Global Public Affairs (GPA) to help understand the resources needed and scope of a review of the website. The launching of training series of employees in web management and plain language further will empower owners of individual pages to write content in line with plain language principles. With the onboarding of a web content manager, CA will move forward with completing the comprehensive website review.

CA’s new Customer Experience (CX) Strategist is expected to provide CX feedback to all CA offices. Communication about consular services, eligibility, and processes is a critical component of customer experience. CA’s CX resources will also contribute to Travel.State.Gov research and improvements to help ensure the information and format is driven by, and measured against, the needs of CA’s customers.

#### **Key Milestones**

<b>Milestone #</b>	<b>Milestone Title</b>	<b>Due Date: FY and Quarter</b>	<b>Status</b>	<b>Progress Update</b>
5.1.2.1	Travel.State.Gov Review and Assessment (State)	FY 2022 Q4	In Progress	Some sections of TSG have been reviewed considering Audience Research Project but

				comprehensive review is awaiting arrival of TSG content manager.
5.1.2.2	Travel.State.Gov Implementation (State)	FY 2023 Q4	Planned	Pending onboarding of a Travel.State.Gov web content manager
5.1.2.3	Travel.State.Gov Overall improved website assessment/quality review (State)	FY 2024 Q4	Planned	Pending onboarding of a Travel.State.Gov web content manager

## Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States. (State)

### Strategic Objective Leads

Agency	Bureau
State	Bureau of Consular Affairs

### Strategic Objective Progress Update

- The Department improved the time it takes to receive a passport to 6-9 weeks for routine passport service and 3-5 weeks for expedited passport service, effective October 31, 2022. As of December 6, 2022, customers with routine applications were receiving passports in 6.4 weeks on average, and those with expedited applications in 3.6 weeks on average.
- Advanced one new arrangement with a partner nation to increase information-sharing and connectivity to international criminal and terrorist databases to close to competition status. Two more arrangements are in progress, and all are expected to be concluded in 2023.
- COVID restrictions in 2020-22 delayed concluding information-sharing agreements with new partner nations.
- Residual COVID delays, as well as related follow-on delays, have impacted commencing negotiations for new information-sharing agreements with partner nations. Therefore, progress in 2024 and 2025 may be negatively impacted.

## Strategies for Achieving the Objective and Next Steps

- FY 2023 passport demand is projected to be 19.9 million. The Department is closely monitoring workload levels and aggressively recruiting staff to meet demand.
- As COVID-related travel restrictions eased in mid-2022, progress on developing information-sharing agreements resumed. Several agreements started pre-COVID are expected to conclude in 2023 and thus will meet 2023 targeted goals.

### Performance Goal Statement 5.2.1: Improved Customer Service (State)

**By September 30, 2026, annual average passport processing times are under 11 weeks for routine service and six weeks for expedited service.**

#### Performance Goal Progress Update

On October 31, 2022, CA’s Passport Services shortened the published service commitments to 6-9 weeks for routine service and 3-5 weeks for expedited service. As of December 6, 2022, customers with routine applications were receiving passports in 6.4 weeks on average, and those with expedited applications in 3.6 weeks on average. CA is closely monitoring workload levels and aggressively recruiting staff to ensure the Department can meet commitments despite FY 2023’s projected highest demand ever (19.9 million projected applications). Passport processing times, and therefore our service commitments, may temporarily increase during the upcoming FY 2023 busy season. This traditionally happens as demand surges for the spring/summer and is not envisioned to be a permanent increase.

#### Key Performance Indicators

Indicator 5.2.1.1: Percent of passports processed under 11 weeks for routine and 6 weeks for expedited service (State)

Value Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Target	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited:99%	Routine: 99% Expedited: 99%

Result	Routine: 100% Expedited: 100%	Routine: 100% Expedited: 100%	Routine: 82.29% Expedited: 99.32%	Routine: 87.60% Expedited: 86.50%	Routine: 95.37% Expedited: 99.08%	–	–
Status					Met	–	–

Indicator Analysis for indicator 5.2.1.1: The Department is receiving new passport applications in volumes that exceed pre-pandemic levels by up to 20 percent on a weekly basis. Despite these volumes, CA is meeting the published processing times for both routine and expedited services, meaning that more customers receive their passports under 11 weeks for routine and six weeks for expedited passport service.

### **Performance Goal Statement 5.2.2: Expanded Information Sharing with Partners (State)**

**By September 30, 2026, increase information sharing and connectivity to international criminal and terrorist databases with five additional partner nations in order to better identify individuals with derogatory information seeking to enter the United States.**

#### **Performance Goal Progress Update**

COVID restrictions on in-person meetings and travel from 2020 to early 2022 delayed concluding information-sharing agreements with new partners. As restrictions eased in mid-2022, negotiations on new arrangements resumed, with five agreements started pre-COVID currently underway. Several are expected to conclude in 2023 and meet 2023 targeted goals. However, residual COVID delays, as well as related follow-on delays, have impacted commencement of negotiations for new agreements. Therefore, progress in 2024 and 2025 may be negatively impacted.

#### **Key Milestones**

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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5.2.2.1	Expand info sharing to at least one additional partner nation (State)	FY 2022 Q4	Delayed	COVID restrictions on in-person meetings and travel in 2020-22 delayed concluding information-sharing agreements with new partners. One new arrangement is close to completion and two more are in progress and all are expected to be concluded in 2023.
5.2.2.2	Expand info sharing to at least one additional partner nation (State)	FY 2023 Q4	Planned	
5.2.2.3	Expand info sharing to at least one additional partner nation (State)	FY 2024 Q4	Planned	
5.2.2.4	Expand info sharing to at least one additional partner nation (State)	FY 2025 Q4	Planned	
5.2.2.5	Expand info sharing to at least one additional partner nation (State)	FY 2026 Q4	Planned	

## Annex: Indicator and Milestone Methodology

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For each key performance indicator and milestone there is a reference sheet available at <https://www.state.gov/foreign-assistance-resource-library/> and <https://www.usaid.gov/results-and-data/progress-data/annual-performance-report> or an associated Indicator or Milestone Methodology section below that notes the source and any limitations of the data.

### Strategic Goal 1

**Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<b>Percent of individuals surveyed who approve of U.S. efforts to support the global distribution of COVID-19 vaccines</b>	Data Source: Online panel surveys of foreign audiences, conducted by State/GPA/RA Data Limitations: Depending upon the COVID-19 recovery rate, distribution of COVID-19 vaccines may become a lesser priority in the years to come. To remain relevant, this indicator may need to be adjusted to reflect U.S. global health efforts more broadly, which may also entail changes to the sampling methodology. Should such changes be needed, the survey team will re-assess the methodology to ensure it remains as rigorous as possible, while capturing the effects of Department health-related communications.



**Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>The number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues which show demonstrable progress</b></p>	<p>Data Source:</p> <ul style="list-style-type: none"> <li>Partners with sustained engagements will be determined by the continuation of engagement from year to year.</li> <li>The target is to sustain the number of U.S. partners from year to year, through continuous diplomatic engagement and development assistance activities, while gradually expanding the number with new partners when strategic opportunities arise.</li> <li>During the collection of data the number of ‘partners’, the ‘partner’ and the nature of engagement(s) with the Department of State will be defined.</li> <li>Any new partners will be identified in the appropriate reporting year and the nature of the engagement(s) with them will be defined. This will allow us to determine if the relationship was sustained and/or enhanced in years to come.</li> <li>S/CCI regional leads, in coordination with the various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year based on their own records and direct observations.</li> </ul> <p>Data Limitations:</p> <ul style="list-style-type: none"> <li>We anticipate challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar (e.g. annual engagement with a partner occurs in September 2018, but not again until October 2019, thus not reported for FY 2019), and/or unexpected delays in the working relationship (e.g. changing governments) that could interrupt the pattern of engagement.</li> <li>The ability to build new partners is contingent on having the appropriate human and budgetary resources to do so.</li> <li>To ensure data quality the data will be defined annually with the type of engagement. In addition, every reporting year a narrative will accompany the data that provides justification and context for the number in the reporting year, as well as a projection into the next year. For example, if in FY 2018 we did not sustain our engagement with a partner due to scheduling conflicts, we would explain that in the narrative and would include that partner in our expected FY 2019 results.</li> </ul>

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>The number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues</b></p>	<p>Data Source:</p> <ul style="list-style-type: none"> <li>• The target is to continually enhance our diplomatic engagements on cyber issues with established partners, particularly in light of any new U.S. initiatives or policy directives.</li> <li>• The data is not cumulative or sustained; instead, it is the number of occurrences in a given year.</li> <li>• Data reported will be the global total on an annual basis.</li> <li>• The data will be generated by analyzing new and sustained partners of the Department of State reported in Indicator 1.4.2.1 in order to determine the number of enhanced diplomatic engagements that occurred from the list of ‘partners’ and their existing engagement(s).</li> <li>• S/CCI regional leads, in coordination with various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year.</li> </ul> <p>Data Limitations:</p> <ul style="list-style-type: none"> <li>• We anticipate challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar (e.g. an annual engagement with a partner occurs in September 2018, but not again until October 2019, thus is not reported for FY 2019), and/or unexpected delays in the working relationship (e.g. change in governments) that could interrupt the pattern of engagement.</li> <li>• The ability to build enhanced engagements is contingent on having the appropriate human and budgetary resources to do so.</li> <li>• The data is not cumulative or sustained; instead, it is the number of occurrences in a given year. To this point, coupled with the nature and significance of the work, we expect the annual numbers to be small.</li> <li>• There are limitations in being able to define an enhanced engagement since it can be relative to each partner and the needs in cyberspace are rapidly changing. Thus, S/CCI will work to further define what is meant by an "enhanced" engagement and will report such parameters in the accompanying narrative.</li> </ul>

**Strategic Objective 1.5: Enhance foreign publics’ understanding of and support for the values and policies of the United States.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Percent of foreign participants indicating an increase in understanding of United States culture and values</b></p>	<p>Data Source: Award Recipient</p> <p>Data Limitation: Participants’ understanding of the United States can be shaped by external circumstances unrelated to ECA programs that cannot be controlled. Self-reported data is subjective.</p>

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Percent of target audience members surveyed who demonstrate increased support for U.S. values and foreign policy</b></p>	<p>Data Source: Surveys of campaign target audience members conducted by GPA's Office of Research and Analytics.</p> <p>Data Limitation: Campaign characteristics (e.g., funding, length, scope, etc.) vary in ways that render their data incomparable. This limitation is mitigated by calculating the indicator value (i.e., change in target audience support) separately for each campaign before aggregating. Relatedly, since the data collection frequency will vary depending upon the campaign, there will be more rounds of data collection for some campaigns during a given year than for others. To mitigate, measurement will occur annually, when each campaign's contribution to the aggregate will count only once, no matter how many times data were collected for that campaign between reporting periods. Since different campaigns run for different lengths of time, some will end during the life of the JSP and others will start, which means the set of campaigns from which data are drawn will vary over time. This limitation is mitigated by averaging (rather than summing) data across campaigns, thereby creating a measure of target audience support resulting from GPA's campaign work, rather than from a specific set of campaigns. The result is an appropriate indicator of the contribution of GPA's campaigns to the performance goal, its strategic objective, and the JSP goal.</p>
<p><b>Percent of foreign exchange program participants who volunteer in their host communities</b></p>	<p>Data Source: Primary Source: Survey (self-reported data); Participants (foreign); Administered by award recipients.</p> <p>Data Limitation: Self-reported data is subjective.</p>
<p><b>Milestone: Perform annual evaluations for at least two policy priority initiatives, programs, or campaigns to assess the extent to which they are achieving their stated goals</b></p>	<p>Data Source: R/PPR Project Tracking System.</p>
<p><b>Increase the capacity to conduct audience-focused research and program development among State</b></p>	<p>Data Source: Surveys</p> <p>Data Limitation: Response rate, measurement error.</p>
<p><b>Number of State Department posts and USAID Missions that have completed training specifically on audience research, analysis, and segmentation</b></p>	<p>Data Source: FSI Training Rosters, R Family Training Rosters, USAID Training rosters.</p> <p>Data Limitation: For non-FSI data, data will lack of comprehensiveness. Imprecise measurement due to staffing shifts on an annual basis.</p>
<p><b>Milestone: By 2024, achieve 100 percent deployment of the Contact Relationship Management tool to State Department overseas posts and relevant domestic bureaus</b></p>	<p>Data Source: GPA/DIG/CRM Data Call</p>

## Strategic Goal 2

### Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Percentage of surveyed individuals who indicate a preference for the U.S. as an economic partner</b></p>	<p>Data Source: Audience surveys conducted by the Office of Research within GPA            Data Limitation: Campaign characteristics (e.g., funding, length, scope, etc.) vary in ways that render their data incomparable. This limitation is mitigated by calculating the indicator value (i.e., change in target audience support) separately for each campaign before aggregating. Relatedly, since the data collection frequency will vary depending upon the campaign, there will be more rounds of data collection for some campaigns during a given year than for others. To mitigate, measurement will occur annually when each campaign's contribution to the aggregate will count only once, no matter how many times data were collected for that campaign between reporting periods. Since different campaigns run for different lengths of time, some will end during the life of the JSP and others will start, which means the set of campaigns from which data are drawn will vary over time. This limitation is mitigated by averaging (rather than summing) data across campaigns, thereby creating a measure of target audience support resulting from GPA's campaign work, rather than from a specific set of campaigns. The result is an appropriate indicator of the contribution of GPA's campaigns to the performance goal, its strategic objective, and the JSP goal.</p>
<p><b>Number of notifications of new or changed Technical Barrier to Trade measures submitted to the World Trade Organization by Developing and Emerging Economies</b></p>	<p>Data Source: <a href="http://tbtims.wto.org/en/PredefinedReports/NotificationReport">http://tbtims.wto.org/en/PredefinedReports/NotificationReport</a>            Data Limitation: None known</p>

**Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Number of partnerships, alliances, and dialogues on science and technology</b></p>	<p>Data Source: Data sources will come from a specific call sent to functional and regional offices within the State Department and USAID bureaus and missions, as well as a data pull from principals’ calendars and public remarks.</p> <p>Data Limitations: Ensuring an accurate count of the number of events at the Secretary and Administrator level that incorporate science and technology due to information being pulled from formal papers and public schedules. USAID Science and Technology are disaggregated across the agency and data reporting depends on solicitation and reporting.</p>

**Strategic Goal 3**

**Strategic Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Indicator: Percent of U.S. government public diplomacy program participants with a measured increase in ability to identify disinformation</b></p>	<p>Data Source: Pre- and post-intervention testing reported in project quarterly performance reporting.</p> <p>Data Limitation: Due to the variety of public diplomacy programming, data collection procedures will vary making the aggregate indicator imprecise.</p>

**Strategic Objective 3.2: Advance equity, accessibility, and rights for all.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Milestone: Development of additional joint State and USAID inclusive partnership indicators for Foreign Assistance and Diplomatic Engagement – as they contribute to existing strategies (such as GFA, WPS, etc.)</b></p>	<p>Data Source: The data sources will depend on the indicators created under this milestone. However, the creation of the indicators will be reported by the joint USAID/State JSP 3.2 co-leads and the interagency working group working towards this milestone. Ideally the reporting against the interagency indicators contributing to the indicators created under this milestone will be incorporated in annual Department reporting against their FBS/JRS indicators reflecting alignment with JSP 3.2 and the associated equity and inclusion executive orders, presidential memorandum, and Acts.</p>

**Strategic Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Percent of respondents surveyed who say they are unlikely to migrate in the next six months</b></p>	<p>Data Source: Surveys of target audience members in El Salvador, Guatemala and Honduras.                      Data Limitation: When possible, the survey that collects data for this indicator will be moved from online to in-person, which may introduce differences in participant selection and responses, among other things. When that change happens, an assessment will be made of likely variances between the online and in-person datasets, and adjustments made accordingly. For example, weights could be introduced to the sampling or analysis. Depending upon the assessed degree of difference, it may be necessary to use two baselines--one from the online survey and one from the first in-person survey.</p>

**Strategic Goal 4**

**Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>FEVS Employee Engagement Index (EEI) Score</b></p>	<p>Data Source: OPM Federal Employee Viewpoint Survey (FEVS) (<a href="http://www.viewpoint.opm.gov">www.viewpoint.opm.gov</a>), Official reports from implementing partner (OPM).                      Data Limitations: The FEVS is administered annually and reporting metrics are released 2-3 months following the survey administration.</p>
<p><b>FEVS-derived Career Satisfaction Index Score</b></p>	<p>Data Source: OPM Federal Employee Viewpoint Survey (FEVS) (<a href="http://www.viewpoint.opm.gov">www.viewpoint.opm.gov</a>), Official reports from implementing partner (OPM).                      Data Limitations: The FEVS is administered annually and reporting metrics are released 2-3 months following the survey administration. Additionally, with the expansion of the FEVS audience list to non-career employees, it will be important to subset the data by employee type (i.e., career vs. noncareer). It is unclear whether OPM data will provide that flexibility.</p>

**Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Percentage of new cloud applications deployed that employ approved enterprise cloud infrastructure platforms that leverage available zero trust cyber security principles and controls</b></p>	<p>Data Source: IT investments database, FEDRAMP, enterprise architecture and policy guidance.                      Data Limitations: This indicator does not capture investments below \$10,000 or cloud development efforts that inherit authorization and accreditation from another application. Those investments do not appear in our databases.</p>
<p><b>Percentage of existing cloud infrastructure platforms brought into compliance with approved enterprise cloud infrastructure standards, including zero trust cyber security principles and controls</b></p>	<p>Data Source: IT investments database, accreditation database, FEDRAMP, enterprise architecture and policy guidance.                      Data Limitations: This indicator does not capture investments below \$10,000 or cloud development efforts that inherit authorization and accreditation from another application. Those investments do not appear in our databases.</p>
<p><b>Milestone: By September 30, 2022, the Department will complete an inventory of all active cloud platforms and applications to provide a baseline for effective measurements and meaningful indicators</b></p>	<p>Data Source: Data will be collected through online discovery and financial reporting.</p>

**Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21<sup>st</sup> century threats.**

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p><b>Number of resolved physical security deficiencies through OBO projects</b></p>	<p>Data Source: The data source of existing physical security deficiencies will be the DS deficiency database. The data sources to confirm resolution of deficiencies through OBO projects include capital construction completion reports, confirmation of staff relocation from existing deficient facilities, sale or termination of leases at deficient facilities, substantial completion reports from security upgrade projects, and physical security survey reports from Regional Security Officers and DS.                      Data Limitations: The classified database is continuously updated as Regional Security Officers conduct physical security surveys, and as OSPB standards change due to emerging threats. Therefore, the number of deficiencies is not fixed and fluctuates with changes in security standards and threat levels. Instances where the existing facility does not meet a revised standard will result in identifying additional physical security deficiencies.</p>
<p><b>Percentage of overseas facilities with Facility Condition Indices (FCI) score above 70</b></p>	<p>Data Source: Data is collected in the GMMS FCI reporting module available to posts worldwide. A list of annual FCI results for each property is generated from the GMMS application.                      Data Limitations: This indicator assumes that the overall number of properties in the portfolio will not vary significantly over this period. Accuracy and consistency of the FCI results data.</p>

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<b>Milestone: By 2024, assess natural hazards threats and develop proactive adaptation strategies that enhance mission resilience through establishing a Climate Security &amp; Resilience program in alignment with the Department’s Climate Adaptation and Resilience Plan</b>	Data Source: This milestone will be achieved through completion of specific foundational tasks that contribute toward development of the five general capabilities, in accordance with the CS&R change management. Qualitative progress updates for specific tasks will be internally tracked and compiled to assess overall completion of the foundational phase.

## Strategic Goal 5

### Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<b>Percent of Overseas Missions that participate in Pay.gov DS-82 program</b>	Data Source: Official reports from the Bureau of Consular Affairs, Office of the Comptroller. Data Limitations: CA’s ability to report metrics depends upon available resources’, including Microsoft Excel and PowerBI, ability to process large volumes of transactional data.
<b>Milestone: Travel.State.Gov Review and Assessment</b>	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.
<b>Milestone: Travel.State.Gov Implementation</b>	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.
<b>Milestone: Travel.State.Gov Overall improved website assessment/quality review</b>	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.

### Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<b>Percent of passports processed under 11 weeks for routine and 6 weeks for expedited service</b>	Data Source: Reporting from the Bureau of Consular Affairs Data Limitation: Factors outside the Department of State’s control, such as weather, health and safety issues, could cause delays in processing times.
<b>Milestone: Expand info sharing to at least one additional partner nation</b>	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.
<b>Milestone: Expand info sharing to at least one additional partner nation</b>	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.
<b>Milestone: Expand info sharing to at least one additional partner nation</b>	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.
<b>Milestone: Expand info sharing to at least one additional partner nation</b>	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.



Key Indicator/Milestone Title	Indicator/Milestone Methodology
<b>Milestone: Expand info sharing to at least one additional partner nation</b>	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.