

PERFORMANCE OVERVIEW AND ANALYSIS

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PERFORMANCE OVERVIEW AND ANALYSIS

Performance Summary

The Department of State is focused on “bending the curve” on the most critical challenges of our time – finding new ways to engage with other nations to resolve long-standing conflicts; to widen economic opportunity and promote economic progress to support and encourage democratic governments that protect the rights of and deliver results for their people; to strengthen the building blocks of strong societies, including health and education; to help lay the groundwork for a clean energy future; and to spread useful technologies so all people can benefit from the breakthroughs of the 21st century.

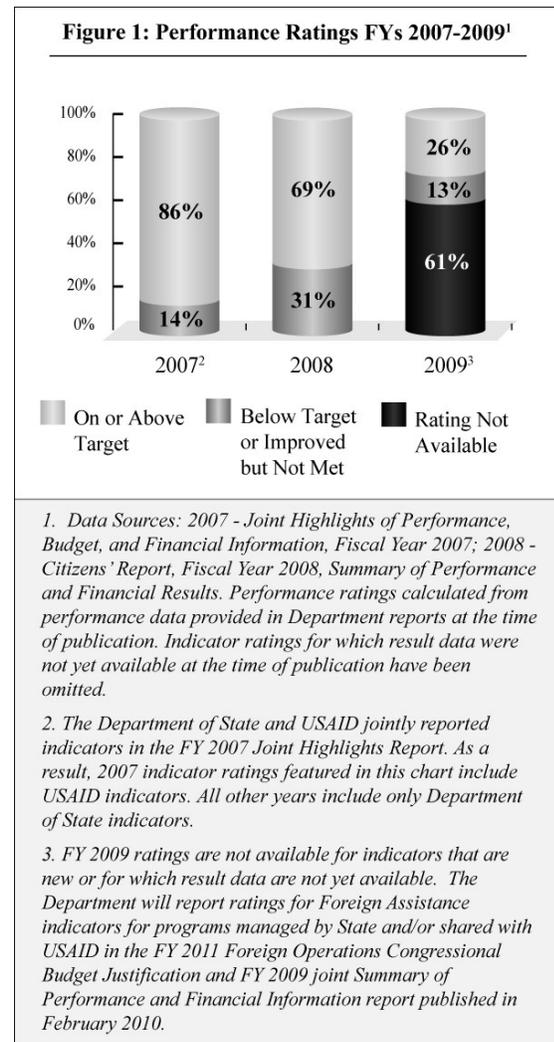
Advancing this ambitious foreign policy agenda requires a sustained focus on foreign affairs outcomes and global trends that are most meaningful to the interests of the United States. To achieve this, the State

Department measures success not only by the merit of its efforts, but by the progress gained and results achieved in security and prosperity.

This section presents an overview of the Department’s performance and resources allocated toward its Strategic Goals in support of the President’s foreign policy priorities. It also highlights several illustrative indicators that tie directly to major budget and policy priorities of the Department and examines them in-depth. Finally, this section describes important changes in the Department’s approach to performance management. These changes build on the Secretary’s efforts to focus the Department on foreign affairs outcomes and leverage empirical evidence to set priorities and support better resource, policy, and planning decisions.

Performance indicators are featured throughout the main chapters of this budget justification. These 70 performance indicators constitute the FY 2011 Performance Plan and FY 2009 Performance Report. They show progress on five of the seven joint State-USAID Strategic Goals, which represent the majority of the State Operations budget. *Strategic Goal 3: Investing in People* and *Strategic Goal 5: Providing Humanitarian Assistance* are mainly supported by Foreign Assistance funding, and therefore are addressed in the Foreign Operations volume of the Department’s Congressional Budget Justification.

Figure 1 (above) shows a summary of the Department’s performance indicators’ ratings for FYs 2007 - 2009.



Please note, ratings are not yet available for new State Operations indicators for which targets have not yet been set. For this reason, indicators that did not have ratings at the time of publication are not included in this chart.

Our Approach to Performance Management

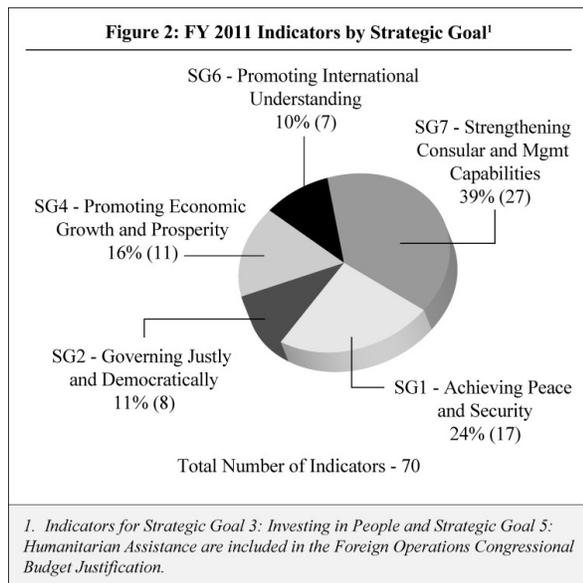
Performance management helps the Department of State weigh important planning, resource and policy decisions and provides accountability for State Operations resources. A high-level *Joint State/USAID*

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Strategic Plan and Strategic Goal Framework consisting of seven Strategic Goals and 39 Strategic Priorities links policies, people, programs, processes, and budget and performance information to align activities worldwide. Department leadership, managers and staff worldwide use strategic planning and performance information to plan programs, focus activities on achieving the high-level Strategic Goals and Priorities, and set annual targets against which to assess performance (see Figure 2). At all levels of annual performance planning – mission, bureau, Department, and inter-agency – the Department conducts an inclusive, whole-of-government process to develop performance indicators that address current and emerging foreign policy challenges.

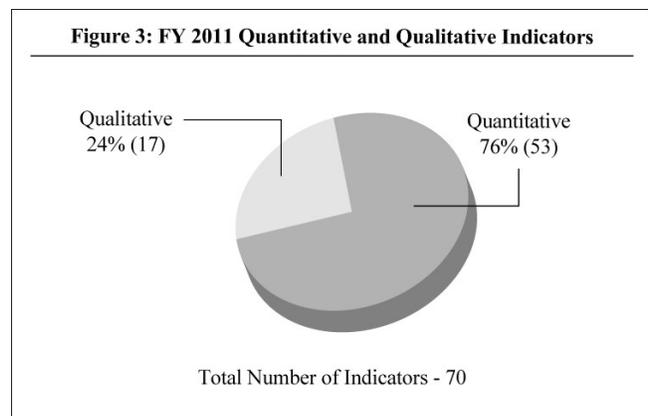
Changes in the Selection Criteria for Performance Indicators

Within this budget request, the Department features performance indicators that show the United States' progress in achieving key foreign affairs outcomes. The Department has adopted a new set of criteria for developing and selecting performance indicators that represents a change in the Department's general approach and thinking about the utility of performance measures. This shift to more "outcome-oriented" performance indicators has resulted in a largely new set of indicators designed to provide information that is more meaningful to Congress, the President, and the American public, and more useful internally in supporting budget, policy and planning decisions.



The FY 2011 State Operations performance indicators were selected because they: 1) show progress on the Department's Strategic Priorities set forth in the State and USAID Joint Strategic Plan; 2) link directly to new budget or policy priorities of the President and Secretary of State, or; 3) allow the Department to monitor trends and analyze outcomes achieved over many years as a result of United States foreign affairs efforts.

The Department also developed more quantitative measures of performance (see Figure 3) to increase the usefulness and reliability of the performance data. While many complex diplomatic issues lend themselves primarily to qualitative analysis, the Department has developed quantitative indicators whenever possible because they offer the opportunity to analyze important trends and examine empirical evidence when reviewing policy, planning strategy, and setting resource levels. To facilitate the shift to mainly quantitative measures, consultations were held with program managers and budget analysts throughout the Department to improve the quality of performance indicators and to better align indicators with resource trends and Strategic Priorities.



FY 2011 Budget Request by Strategic Goal

The FY 2011 State Operations budget request (see Figure 4) supports a large portion of the

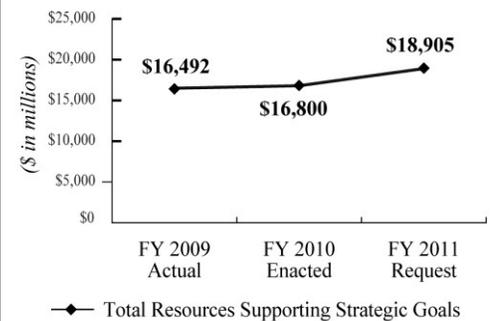
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U.S. government civilian presence overseas and sustains critical functions, allowing for the effective conduct of U.S. diplomacy and development by civilian and military agencies at 264 diplomatic posts worldwide.

The largest proportions of the FY 2011 request support *Strategic Goal 1: Achieving Peace and Security* (26 percent) and *Strategic Goal 7: Strengthening Consular and Management Capabilities* (55 percent), which together account for over three-quarters of the Department's FY 2011 State Operations request (see Figure 5). Resources allocated to *Strategic Goal 7* create the enabling environment and establish and maintain the platform for bilateral and multilateral diplomacy to occur while providing services to American citizens traveling and living abroad.

The largest percentage increases in the FY 2011 request are: *Strategic Goal 4: Promoting Economic Growth and Prosperity* (23 percent increase); *Strategic Goal 7: Strengthening Consular and Management Capabilities* (16 percent increase) and; *Strategic Goal 1: Achieving Peace and Security* (10 percent increase).

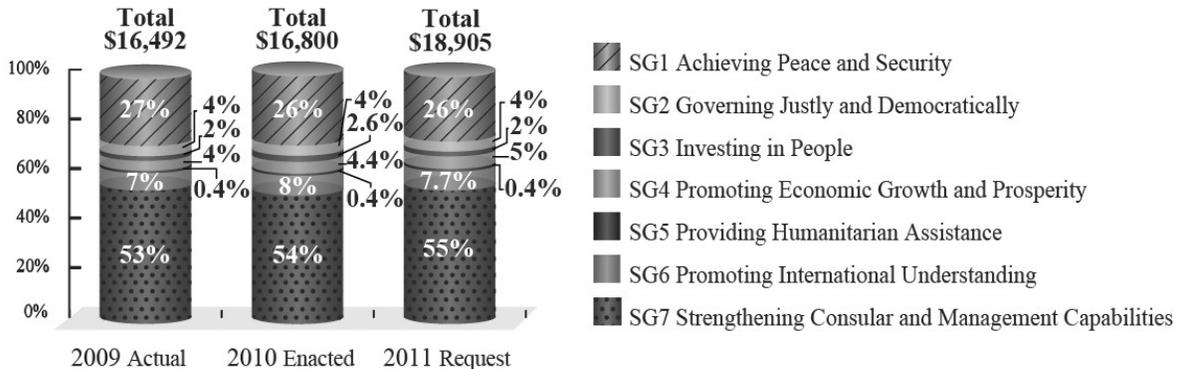
Figure 4: Total Resources Supporting Strategic Goals¹



1. Resources allocated by strategic goal include all appropriated and fee-based funds, except Office of the Inspector General, International Commissions, Buying Power Maintenance, Foreign Service National Separation Liability Trust Fund Payment, and the Foreign Service Retirement and Disability Fund.

Figure 5: Resources Supporting Strategic Goals¹

(\$ in millions)



1. Resources allocated by strategic goal include all appropriated and fee-based funds, except Office of the Inspector General, International Commissions, Buying Power Maintenance, Foreign Service National Separation Liability Trust Fund Payment, and the Foreign Service Retirement and Disability Fund.

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Analysis, Strategic Insight, and Key Takeaways

This section provides analysis of 10 illustrative indicators, organized by Strategic Goal and Strategic Priority, that link directly to major budget or policy priorities. A complete list of indicators and Strategic Priorities is available in the next section, *Summary of Performance Indicators and Resources Supporting Strategic Goals*. Detailed performance information is presented throughout the main chapters of this CBJ.

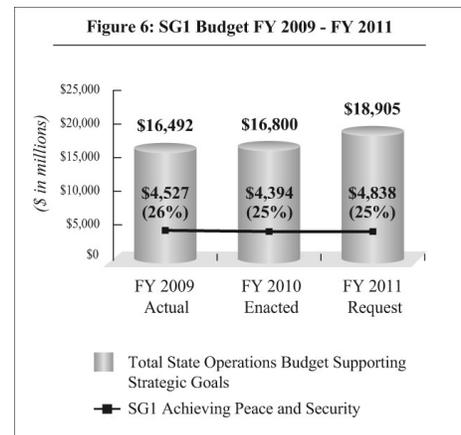
Strategic Goal 1: Achieving Peace and Security

Of the 17 indicators within Achieving Peace and Security, five met or exceeded targets while five did not meet targets (ratings are not available for seven indicators that are either new or for which current year data are not yet available). Of indicators for which bureaus did not reach targets, three involve nuclear nonproliferation goals in Iran and North Korea and two cover conflict prevention and response in Africa. The Department is allocating \$4.8 billion toward this Strategic Goal in FY 2011, which is 25 percent of the total State Operations budget request (see Figure 6).

Analysis of Performance Trends

In the FY 2011 Request, the Department focuses the majority of its *Strategic Goal 1: Achieving Peace and Security* resources in Conflict Prevention, Mitigation, and Response (64 percent) and Counterterrorism (12 percent). A significant component of activities in Conflict Prevention is concentrated in peacekeeping operations in Africa and Near East Asia. Performance trends in this area show that peacekeeping ratings in Africa have declined in FY 2009, likely reflecting the increasingly difficult security, political, and economic environment in many parts of Africa. Ratings in Near East Asia, on the other hand, have remained above target (see Figure 7).

In Counterterrorism, the number of additional countries meeting Egmont Group Standards has increased slightly according to preliminary results of June 2009 (see Figure 8). The establishment of Financial Intelligence Units (FIUs) meeting Egmont Group standards indicates that governments are increasingly willing to share counterterrorism information and pass anti-terrorism finance legislation.



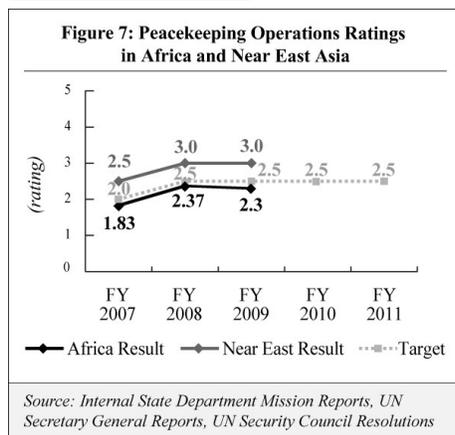
Strategic Priority: Conflict Prevention

FY 2011 Request: \$3.1B; 64% of SG1 Budget

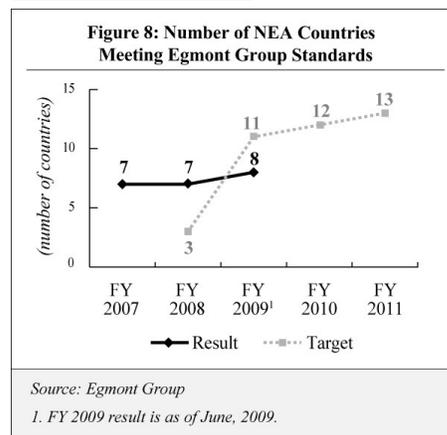
Strategic Priority: Counterterrorism

FY 2011 Request: \$581M; 12% of SG1 Budget

Illustrative Indicator



Illustrative Indicator



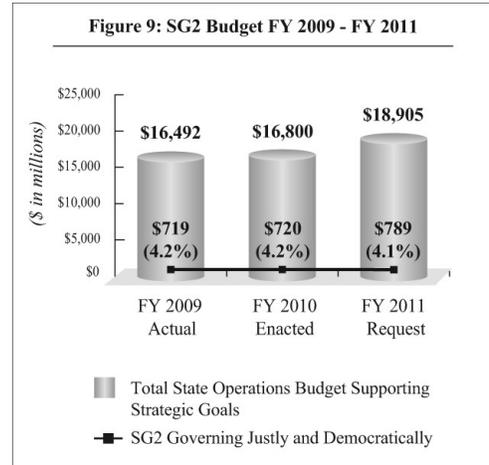
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Strategic Goal 2: Governing Justly and Democratically

No ratings are available for the eight indicators featured in this Strategic Goal because they are new indicators, and targets were not set previously. The Department is allocating \$789 million toward this Strategic Goal in FY 2011, which is 4 percent of the total State Operations budget request (see Figure 9).

Analysis of Performance Trends

Combating corruption, strengthening democracy through civil society organizations, and encouraging nations to be democratic and responsible members of the world community are key long-term priorities for the Department. FY 2007 and 2008 results show positive trends in civil liberties and good governance in non-democratic countries and countries in transition to a full democracy. The percentage of countries showing improved civil liberties ratings increased to 12 percent in FY 2008, from 4 percent in FY 2007 (see Figure 10). Likewise, the percentage of countries with improved government ratings according to the World Bank jumped to 10 percent in FY 2008 from 6 percent in FY 2007. FY 2009 results for both indicators are expected in mid-2010 (see Figure 11).



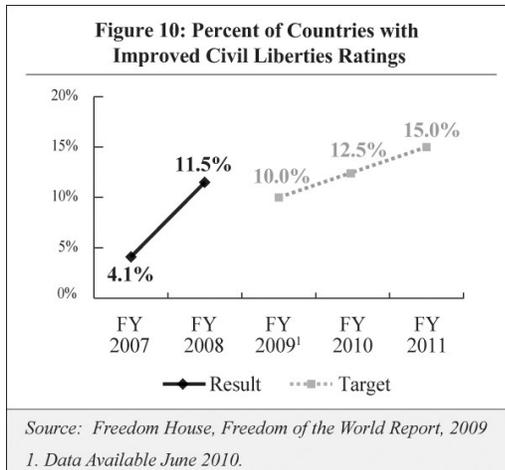
Strategic Priority: Rule of Law and Human Rights

FY 2011 Request: \$438M; 55% of SG2 Budget

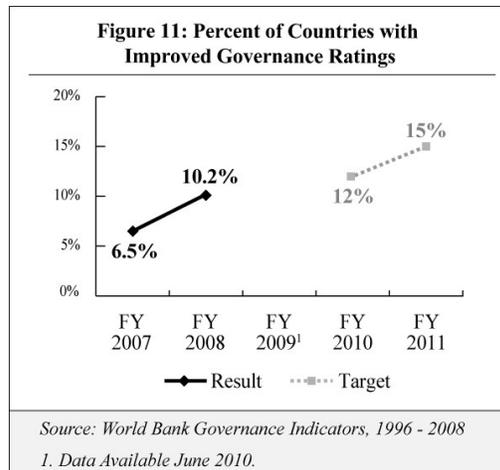
Strategic Priority: Good Governance

FY 2011 Request: \$154M; 10% of SG2 Budget

Illustrative Indicator



Illustrative Indicator



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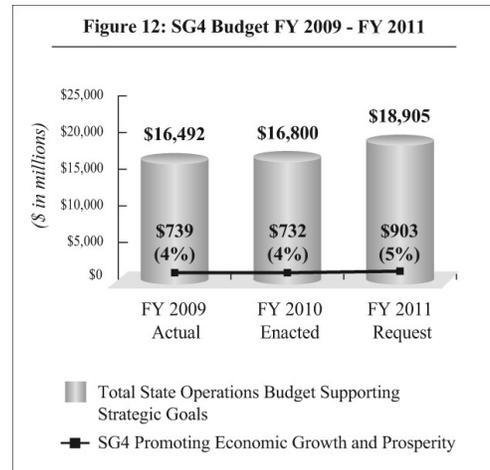
Strategic Goal 4: Promoting Economic Growth and Prosperity

Of the 12 indicators within this Strategic Goal, two met or exceeded targets. Ratings are not available for ten indicators that are either new or for which current year data are not yet available. The Department is allocating \$903 million toward this Strategic Goal in FY 2011, which is 5 percent of the total State Operations budget request (see Figure 12).

Analysis of Performance Trends

Economic diplomacy plays a large role in advancing the Department's priorities in the areas of U.S. energy security, global competitiveness, climate change, and the environment. A primary focus of the Department's diplomatic efforts in the area of energy security is promoting the development and implementation of policies in foreign governments designed to foster growth in the clean energy sector. Growing availability and use of non-oil energy sources will help the U.S. and other countries reduce their reliance on oil. Figure 13, below, shows a sustained increase in the percentage of world energy supplies from non-oil sources.

In the area of Trade and Investment, data indicates declining economic trends in Africa, with trade between the U.S. and sub-Saharan Africa decreasing in FY 2009 (see Figure 14). Reduced international trade will likely slow economic growth in sub-Saharan Africa. Slow growth will impact virtually all sectors of African economies and threatens to erase recent gains in economic growth, living standards, and poverty reduction.



While these far-reaching effects will be difficult to counteract, they elevate the importance of U.S. foreign assistance and diplomatic efforts in helping sub-Saharan countries achieve their development goals. Sub-Saharan Africa needs increased private sector investment, both foreign and domestic, to achieve sustained rates of economic growth necessary to reduce poverty on the continent. At present, the region is largely disconnected from the global marketplace and the benefits that arise from trade. If Africa were to increase its share of world trade by just one percentage point from its current two percent to three percent, it would generate additional export revenues of \$70 billion annually, which is nearly three times the amount of annual assistance to sub-Saharan Africa from all donors. U.S. diplomats are working with sub-Saharan countries on policies that promote growth in trade and foster Africa's integration into the global marketplace.

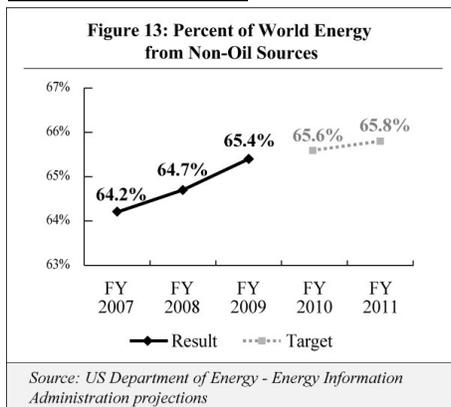
Strategic Priority: Energy Security

FY 2011 Request: \$59M; 7% of SG4 Budget

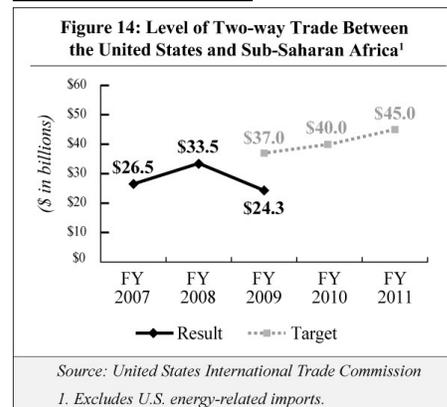
Strategic Priority: Trade and Investment

FY 2011 Request: \$87M; 10% of SG4 Budget

Illustrative Indicator



Illustrative Indicator



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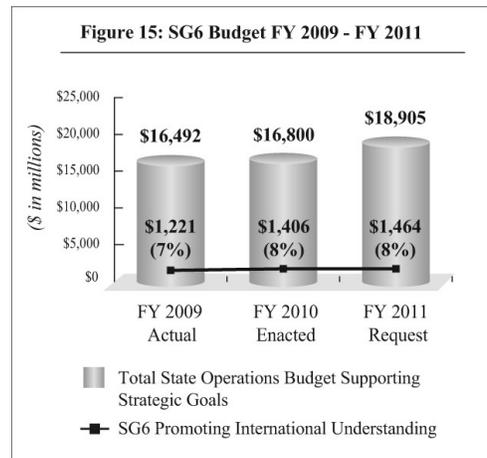
Strategic Goal 6: Promoting International Understanding

Of the seven indicators within this Strategic Goal, three met or exceeded their targets and one was below target. Ratings are not available for three indicators that are new or for which current year data is not yet available. Indicators for this Strategic Goal represent the Department's exchange programs and media efforts to improve international understanding of American policies, culture, and values. The Department is allocating \$1.46 billion toward this Strategic Goal in FY 2011, which is 8 percent of the total State Operations budget request (see Figure 15).

Analysis of Performance Trends

Trends in the area of Nurturing Common Interests and Values, suggest a high correlation between participation in U.S. government sponsored educational and cultural exchange programs and an increase in participants' understanding of and favorable views toward the United States (see Figure 16). This underscores the importance of maintaining and leveraging an active alumni network of exchange participants that have benefited from a positive experience with the United States.

Reflecting the U.S. efforts to Offer a Positive Vision, the number of media interviews given by U.S. officials to key Arab media outlets in the Near East Asia (NEA) region shows an uneven trend. While showing an increase from FY 2007 to 2008, the indicator shows a decline in FY 2009 to 986 interviews, from 1,079 in FY 2008 (see Figure 17). This decrease reflects gaps at U.S. posts in the NEA region. Although it is sometimes challenging to determine the specific impact of interviews given by U.S. officials, any opportunity to communicate the message of the U.S. responsibly and accurately is critical in an environment where anti-American sentiment and misinformation is pervasive.

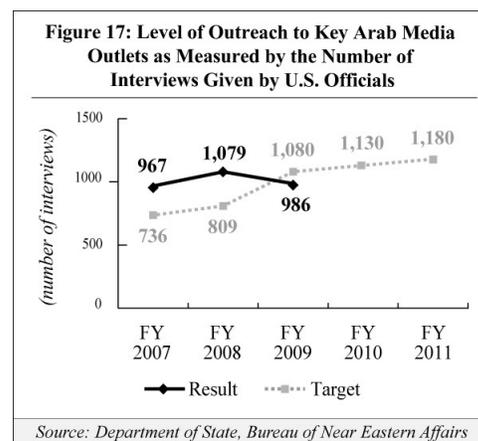
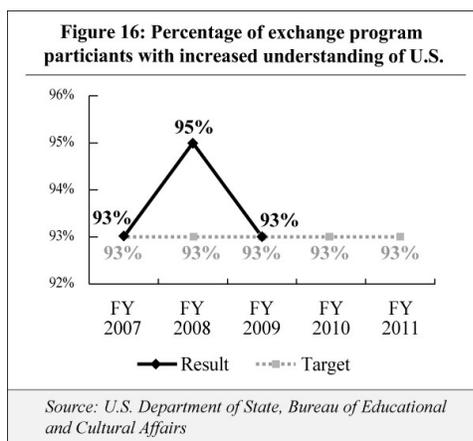


Strategic Priority: Nurture Common Interests
 FY 2011 Request: \$1.05B; 72% of SG6 Budget

Strategic Priority: Offer a Positive Vision
 FY 2011 Request: \$225M; 15% of SG6 Budget

Illustrative Indicator

Illustrative Indicator



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Strategic Goal 7: Strengthening Consular and Management Capabilities

Of the 26 indicators covering the ten Strategic Priorities within Strengthening Consular and Management Capabilities, eight met or exceeded targets and two did not meet targets. Ratings are not available for 16 performance indicators that are either new or for which current year data are not yet available. Activities for this Strategic Goal support the Department’s consular, human resources, security, facilities, information technology, budgeting, procurement, administrative, and other management functions. The Department is allocating \$10.46 billion toward this Strategic Goal in FY 2011, which is 54 percent of the total State Operations budget request (see Figure 18).

Analysis of Performance Trends

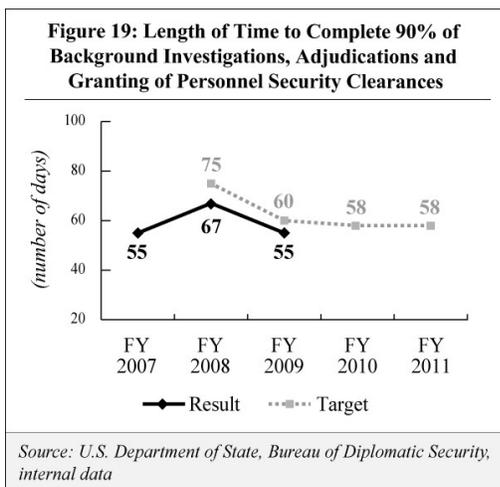
The Department maintains dual efforts to safeguard national security information from compromise while allowing State personnel to be cleared in a timely manner to conduct the critical work of the Department. The Department forecasts the number of cases processed will increase 30 percent over the next two years, making improvements in the clearance process vital. In FY 2009, the Department showed progress on this priority by significantly increasing the speed of its background investigations to an average of 55 days, from 67 days in FY 2008 (see Figure 19).

Our embassies overseas are the diplomatic platform for all circular agencies of the U.S. Government. The Department is responsible for providing and maintaining secure, safe and functional facilities for U.S. government personnel staffed at overseas posts. In FY 2009, through capital security projects, the Department moved 1,473 U.S. government personnel to secure and safer facilities (see Figure 20).

Strategic Priority: Security

FY 2011 Request: \$2.8B; 27% of SG7 Budget

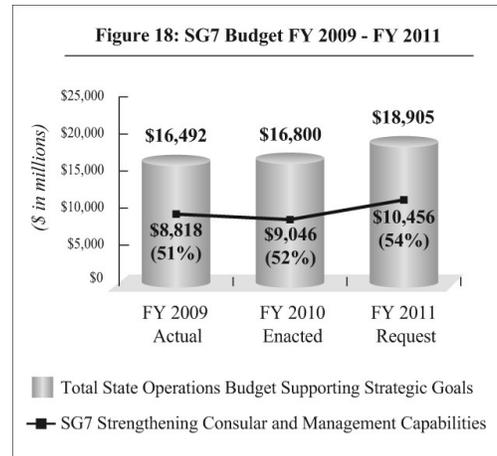
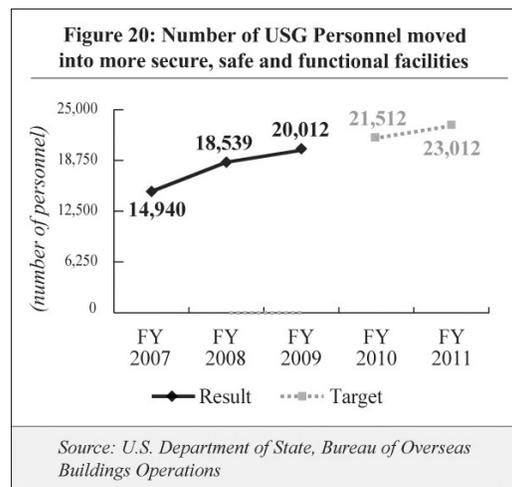
Illustrative Indicator



Strategic Priority: Facilities

FY 2011 Request: \$2.05B; 20% of SG7 Budget

Illustrative Indicator



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Summary of Performance Indicators and Resources Supporting Strategic Goals

The table below features the 70 performance indicators that constitute the Department's FY 2011 Performance Plan and FY 2009 Performance Report for State Operations. The table also provides an at-a-glance look at resources allocated toward the Department's Strategic Goals and Priorities, along with indicators the Department uses to measure progress in each area. In FY 2009, the Department met or exceeded 67 percent of targets for which ratings are available. Ratings are not available for new indicators since no targets were previously set. Ratings are also not available for indicators in which current year data is not yet available. More detail on each indicator can be found in the CBJ Chapters listed in the table below to the left of the indicator title.

At-A-Glance: Performance Indicators and State Operations Resources

CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
STRATEGIC GOAL 1: ACHIEVING PEACE AND SECURITY			\$4,526,594	\$4,394,160	\$4,838,062
Strategic Priority: Counterterrorism			\$439,988	\$412,048	\$581,227
NEA	NEW INDICATOR: Number of total NEA countries with Financial Intelligence Units that meet the standards of the Egmont Group.	Rating Not Available			
NEA	NEW INDICATOR: Political Stability, Rule of Law and Control of Corruption in Yemen, as measured by the World Bank Governance Indicators.	Rating Not Available			
Strategic Priority: Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons			\$258,956	\$297,108	\$305,453
ISN	NEW INDICATOR: Key Milestones Achieved in Combating Nuclear Terrorism.	◀▶ Improved Over Prior year, but Not Met			
EAP	Key milestones in achieving full denuclearization of the Korean Peninsula and preventing the export of Weapons of Mass Destruction (WMD) and missile-related technology by the Democratic People's Republic of Korea (DPRK).	▼ Below Target			
ISN	NEW INDICATOR: Status of Iran's Nuclear Weapons Program and Adherence to Nuclear Nonproliferation Treaty Obligations.	▼ Below Target			
ISN	NEW INDICATOR: Milestones to achieve Nuclear Nonproliferation Treaty compliance and an effective International Atomic Energy Agency.	◀▶ On Target			
VCI	NEW INDICATOR: Key milestones to achieve agreement on a framework for deep bilateral reductions with the Russian Federation and P-5 confidence building, including scope and supporting measures.	◀▶ On Target			
Strategic Priority: Security Cooperation and Security Sector Reform			\$345,204	\$366,843	\$506,330
SCA	NEW INDICATOR: Regional cooperation in law enforcement between South and Central Asia increases, particularly in cases involving illicit cross-border transit of goods, drugs, criminals, terrorists and weapons of mass destruction.	◀▶ On Target			

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
EUR	NEW INDICATOR: Progress on internal reforms prerequisite for integration into Euro-Atlantic Institutions.	Rating Not Available			
NEA	NEW INDICATOR: Estimated number of bilateral and multilateral joint military exercises in the Near East region.	Rating Not Available			
Strategic Priority: Conflict Prevention, Mitigation, and Response			\$3,193,840	\$3,054,881	\$3,096,889
AF	NEW INDICATOR: Number of countries in sub-Saharan Africa that are rated as 'critical' by the Fund for Peace Failed States Index.	▼ Below Target			
AF	NEW INDICATOR: Numeric assessment of Sudan in Failed States Index created by the Fund for Peace	Rating Not Available			
CSI	NEW INDICATOR: Average monthly number of civilian Reconstruction and Stabilization (R&S) deployments to conflict zones.	Rating Not Available			
NEA	NEW INDICATOR: Increased ability to maintain law and order in the West Bank and Gaza, as measured by the World Bank Governance Indicator	Rating Not Available			
CIPA	NEW INDICATOR: Average Rating Denoting Degree to which United Nations Peacekeeping Missions in Africa Funded through the Contributions for International Peacekeeping Activities Account (CIPA) Achieve USG Objectives Stated in the Department's Congressional Budget Justification for the Corresponding Fiscal Year.	▼ Below Target			
CIPA	NEW INDICATOR: Average Rating Denoting Degree to which UN Peacekeeping Missions in Near East Asia Funded through the Contributions for International Peacekeeping Activities Account (CIPA) Achieve USG Objectives Stated in the Department's Congressional Budget Justification for the Corresponding Fiscal Year.	▲ Above Target			
CIPA	Average Rating Denoting Degree to which All United Nations Peacekeeping Missions Funded through the Contributions for International Peacekeeping Activities Account (CIPA) Achieve US Government Objectives Stated in the Department's Congressional Budget Justification for the Corresponding Fiscal Year.	◀▶ On Target			
Strategic Priority: Transnational Crime			\$56,749	\$59,267	\$73,102
Indicators featured in Foreign Assistance submission.					
Strategic Priority: Counternarcotics			\$53,704	\$52,209	\$63,780
Indicators featured in Foreign Assistance submission.					
Strategic Priority: Homeland Security			\$178,153	\$151,804	\$211,281
CA	NEW INDICATOR: Percentage of all valid visas that meet current biometric standards. (Indicator also featured under "Visa Services" Strategic Priority).	Rating Not Available			

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
STRATEGIC GOAL 2: GOVERNING JUSTLY AND DEMOCRATICALLY			\$719,124	\$720,382	\$789,254
Strategic Priority: Rule of Law and Human Rights			\$414,306	\$404,323	\$437,822
DRL	NEW INDICATOR: Progress in human rights as measured by total percentage of non-democratic countries and countries undergoing democratic transitions that improved by at least one point from the prior year according to Freedom House ratings.	Rating Not Available			
AF	NEW INDICATOR: Average percentile score for sub-Saharan Africa on the World Bank Institute's Worldwide Governance Rule of Law Indicator (Scale = 0 to 100 percent).	Rating Not Available			
Strategic Priority: Good Governance			\$131,936	\$140,462	\$154,039
DRL	NEW INDICATOR: Progress on implementing good governance reforms as measured by the total percentage of non-democratic countries and countries undergoing democratic transitions that improved by at least 0.1 point from the prior year according to average ratings from the World Bank Worldwide Governance Indicators.	Rating Not Available			
AF-PAK	NEW INDICATOR: Level of Government Effectiveness and Control of Corruption in Afghanistan as measured by the World Bank's Government Effectiveness (GE) and Control of Corruption (CC) governance scores.	Rating Not Available			
IRAQ	NEW INDICATOR: Stable, Effective, and Accountable Governance in Iraq (As measured by World Bank Governance Indicators of Political Stability, Government Effectiveness, Rule of Law, and Control of Corruption, respectively (scale range from approximately -2.5 to +2.5)).	Rating Not Available			
EAP	NEW INDICATOR: Level of corruption in China as measured by the World Bank's Control of Corruption percentile rank.	Rating Not Available			
Strategic Priority: Political Competition and Consensus-Building			\$82,213	\$84,939	\$90,829
DRL	Progress in political rights as measured by total percentage of non-democratic countries and countries undergoing democratic transitions that improved by at least one point from the prior year according to Freedom House's Freedom of the World ratings.	Rating Not Available			
Strategic Priority: Civil Society			\$90,669	\$90,658	\$106,564
DRL	Progress in the development of free media as measured by total percentage of non-democratic countries and countries undergoing democratic transitions that improved by at least one point from the prior year according to Freedom House's Freedom of the Press ratings.	Rating Not Available			
STRATEGIC GOAL 3: INVESTING IN PEOPLE			\$401,008	\$430,129	\$378,160

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
Strategic Priority: Health			\$261,038	\$282,728	\$233,293
Indicators featured in Foreign Assistance volume.					
Strategic Priority: Education			\$119,448	\$124,550	\$118,166
Indicators featured in Foreign Assistance volume.					
Strategic Priority: Social Services and Protection for Especially Vulnerable Populations			\$20,522	\$22,851	\$26,701
Indicators featured in Foreign Assistance volume.					
STRATEGIC GOAL 4: PROMOTING ECONOMIC GROWTH & PROSPERITY			\$739,187	\$731,930	\$903,254
Strategic Priority: Private Markets and Competitiveness			\$214,377	\$200,548	\$233,700
EEB	NEW INDICATOR: Median World Bank Regulatory Quality Rating for developing countries.	Rating Not Available			
Strategic Priority: Trade and Investment			\$99,051	\$74,096	\$87,430
AF	NEW INDICATOR: Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports.	Rating Not Available			
Strategic Priority: Financial Sector			\$49,764	\$51,041	\$94,150
Indicators featured in Foreign Assistance submission.					
Strategic Priority: Infrastructure			\$14,772	\$15,578	\$20,745
Indicators featured in Foreign Assistance submission					
Strategic Priority: Energy Security			\$48,232	\$49,563	\$58,782
EEB	NEW INDICATOR: Energy consumption per capita in OECD countries measured in million British Thermal Units (BTUs).	Rating Not Available			
WHA	NEW INDICATOR: Percentage of Total Latin America Primary Energy Supply Comprised of Alternative Fuels (renewables, biofuels, and geothermal).	Rating Not Available			
EEB	NEW INDICATOR: Percentage of world energy supplies from non-oil sources.	Rating Not Available			
Strategic Priority: Agriculture			\$152,446	\$140,327	\$151,594
EEB	NEW INDICATOR: Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation.	Rating Not Available			
EEB	NEW INDICATOR: Number of countries that meet criteria for Food Security Phase 2 funding.	Rating Not Available			
Strategic Priority: Macroeconomic Foundation for Growth			\$18,805	\$21,338	\$23,645
EEB	NEW INDICATOR: Financial Stability Improvement Ratio - Percentage of countries with active debt relief agreements with Paris Club creditors that have an active International Monetary Fund program or have successfully completed it, and do not have protracted arrears to international creditors.	▲ Above Target			

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
Strategic Priority: Economic Opportunity			\$48,767	\$79,777	\$102,667
EEB	NEW INDICATOR: Median number of days required to start a business in countries that are not members of the Organization for Economic Co-operation and Development; median cost of starting a business as a percentage of per capita income in those countries.	Rating Not Available			
WHA	NEW INDICATOR: Number of days to start a business in Mexico.	Rating Not Available			
Strategic Priority: Environment			\$92,973	\$99,662	\$130,541
OES	Status of efforts to reach an agreed international approach to climate change for the post-2012 period.	◀▶ On Target			
OES	Number of work programs established by partner economies leading to completion of low-carbon development strategies that contain measurable, reportable, and verifiable actions.	Rating Not Available			
STRATEGIC GOAL 5: PROVIDING HUMANITARIAN ASSISTANCE			\$67,513	\$71,403	\$76,894
Strategic Priority: Protection, Assistance, and Solutions			\$37,747	\$39,725	\$42,638
Indicators featured in Foreign Assistance volume.					
Strategic Priority: Disaster Prevention and Mitigation			\$20,155	\$21,549	\$24,591
Indicators featured in Foreign Assistance volume.					
Strategic Priority: Orderly Humane Means for Migration Management			\$9,611	\$10,129	\$9,665
Indicators featured in Foreign Assistance volume.					
STRATEGIC GOAL 6: Promoting International Understanding			\$1,220,544	\$1,406,052	\$1,463,532
Strategic Priority: Offer a Positive Vision			\$204,546	\$208,338	\$224,728
IIP	Percent of foreign audiences with a better understanding of U.S. policy, society and values after exposure to international information programs, products, and activities.	Rating Not Available			
IIP	NEW INDICATOR: Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences.	Rating Not Available			
NEA	NEW INDICATOR: Level of outreach to key Arab media outlets, as measured by the number of interviews given by U.S. officials.	▼ Below Target			
Strategic Priority: Marginalize Extremism			\$131,991	\$168,666	\$191,371
IIP	Reduction in the Level of Anti-American Sentiment Among Key Foreign Audiences.	Rating Not Available			
Strategic Priority: Nurture Common Interests and Values			\$884,007	\$1,029,048	\$1,047,433

PERFORMANCE OVERVIEW AND ANALYSIS

CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
ECEP	The number of ECA alumni who are registered members of the Alumni Affairs web community.	▲ Above Target			
ECEP	Percentage of participants who increased or changed their understanding of the United States immediately following their program.	◀▶ On Target			
PA	NEW INDICATOR: Number of articles accurately portrayed or broadcasted by journalists participating in Foreign Press Center programs.	◀▶ On Target			
STRATEGIC GOAL 7: STRENGTHENING CONSULAR & MANAGEMENT CAPABILITIES			\$8,818,165	\$9,046,438	\$10,456,095
Strategic Priority: Visa Services			\$878,468	\$1,369,642	\$1,650,030
CA	NEW INDICATOR: Percentage of all valid visas that meet current biometric requirements established by the Department. (Indicator also featured under "Homeland Security" Strategic Priority).	Rating Not Available			
Strategic Priority: Passport Services			\$478,202	\$396,888	\$934,222
CA	NEW INDICATOR: Accuracy of the adjudication process as measured by the total number of errors identified annually during the auditing process.	Rating Not Available			
CA	Percentage of passport applications processed within targeted timeframe.	▼ Below Target			
Strategic Priority: American Citizen Services			\$217,826	\$239,413	\$253,804
CA	NEW INDICATOR: Customer satisfaction with quality of, and access to, reliable and relevant information as measured by overall customer satisfaction.	Rating Not Available			
Strategic Priority: Human Resources			\$678,347	\$1,072,872	\$1,249,768
FSI	Foreign Service Institute language training success rate as measured by the percentage of State students in critical needs languages who attain skill objective.	◀▶ On Target			
HR	NEW INDICATOR: Vacancy rate for overseas and domestic Foreign Service positions.	Rating Not Available			
HR	NEW INDICATOR: Vacancy rate for Civil Service positions.	Rating Not Available			
HR	NEW INDICATOR: Percent of language designated positions in priority languages filled by employees who meet or exceed the language requirements.	Rating Not Available			
HR	NEW INDICATOR: Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology).	Rating Not Available			

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
MED	NEW INDICATOR: Percent of medical reviews and clearances completed within 30 days.	Rating Not Available			
Strategic Priority: Information Technology			\$687,442	\$648,426	\$662,143
IRM	NEW INDICATOR: Percentage major management systems in Data Warehouse (FAN).	New Indicator, No Rating			
Strategic Priority: Security			\$2,199,440	\$2,440,017	\$2,820,862
DS	Length of time to complete 90% of background investigations, adjudications and granting of personnel security clearances.	▲ Above Target			
D&CP-WSP	NEW INDICATOR: Conformity of Local Guard, Surveillance Detection and Residential Security Programs at Diplomatic Missions with Overseas Security Policy Board Standards (12 FAH-6).	Rating Not Available			
Strategic Priority: Facilities			\$2,996,164	\$2,082,871	\$2,053,663
A	Key milestones for the modernization of the Harry S Truman Building.	◀▶ On Target			
A	NEW INDICATOR: Status of Domestic Facility Greening at the Department of State.	Rating Not Available			
A	NEW INDICATOR: Ratio of Change between Cost/Seat and Rent, expressed as a factor.	Rating Not Available			
ESCM	NEW INDICATOR: Average duration and cost growth for projects completed annually.	Rating Not Available			
ESCM	NEW INDICATOR: Total number of United States Government personnel moved into more secure, safe, and functional facilities.	Rating Not Available			
ESCM	NEW INDICATOR: Completion and timely submission of Post Annual Facility Condition Surveys, Post Annual Inspection Summaries, preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects.	Rating Not Available			
Strategic Priority: Planning and Accountability			\$157,099	\$177,703	\$176,430
OIG	Percentage of recommendations resolved within the appropriate timeframe.	▲ Above Target			
OIG	Monetary Benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines	▲ Above Target			

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CBJ Chapter	Strategic Goal/Strategic Priority	FY 2009 Rating	FY 2009 Actual (\$ in Thousands)	FY 2010 Enacted (\$ in Thousands)	FY 2011 Request (\$ in thousands)
IO	Percentage of United Nations Specialized Agencies funded by the Contributions for International Organizations account that have demonstrated progress on 5 or more goals of the United Nations Transparency and Accountability Initiative.	▲ Above Target			
RM	Quality of the Department's financial services as measured by the percentage of aggressive monthly ISO 9001 performance metric goals met or exceeded for the Department's core financial operations.	▲ Above Target			
RM	NEW INDICATOR: Agency Financial Report is issued on-time with an unqualified Statement of Assurance on Internal Controls Over Financial Reporting and financial statements achieve an unqualified audit opinion.	◄► On Target			
RM	NEW INDICATOR: Quality of ICASS system measured by: percentage of invoiced amounts received in first 90 days of fiscal year; average customer satisfaction rating for the Post Specific Training workshops; average customer satisfaction rating for the Management Officer/Council Chair (MO/CC) workshops.	◄► Improved Over Prior Year, But Not Met			
Strategic Priority: Administrative Services			\$519,570	\$612,230	\$649,163
A	NEW INDICATOR: Cumulative variance from planned cost and schedule for the Integrated Logistics Management System.	Rating Not Available			
Strategic Priority: Rightsizing the U.S. Government Overseas Presence			\$5,607	\$6,376	\$6,010
No representative indicators included in this submission.					
Total Resources Allocated by Strategic Goals^{1,2}			\$16,492,135	\$16,800,494	\$18,905,251

(1) Resources allocated by Strategic Goal include all appropriated and fee-based funds, except Office of the Inspector General, International Commissions, Buying Power Maintenance, Foreign Service National Separation Liability Trust Fund Payment, and the Foreign Service Retirement and Disability Fund.

(2) Table includes minor rounding discrepancies.

Other Supporting Resources

Resources for the following offices and accounts are not included in the table above because they represent programs that support the Department of State as an institution rather than diplomatic, consular and management programs linked to Strategic Goals and Priorities.

Bureau/Office	FY 2009 Actual (\$ in ,000)	FY 2010 Enacted (\$ in ,000)	FY 2011 Request (\$ in ,000)
Office of the Inspector General	\$121,122	\$102,000	\$120,152
International Commissions	\$337,080	\$142,834	\$130,286
Buying Power Maintenance	\$5,000	\$8,500	\$0
Foreign Service National Separation Liability Trust Fund Payment	\$12,294	\$27,946	\$30,770
Foreign Service Retirement & Disability Fund	\$157,100	\$158,900	\$158,900
Total Resources Not Allocated by Strategic Goal	\$632,596	\$440,180	\$440,108

PERFORMANCE OVERVIEW AND ANALYSIS

U.S. Department of State and USAID High Priority Performance Goals

The Department of State and USAID have made great strides to develop relevant, measurable, outcome indicators of performance, and to assess progress against prior year performance through trend data. As part of the FY 2011 Performance Budget and Annual Performance Plan, the Department and USAID identified a limited number of joint high priority performance goals that reflect both agencies' high priorities and will be a particular focus for the two agencies from now through FY 2011. These goals are a subset of those used to regularly monitor and report performance against our joint strategic plan. To view the full set of performance information please visit: www.state.gov and www.usaid.gov.

- Afghanistan and Pakistan: Strengthen the host country capacity to effectively provide services to citizens and enhance the long-term sustainability of development efforts by increasing the number of local implementers (government and private) that can achieve a clean audit to clear them to manage civilian assistance funds.
- Iraq: Helping the Iraqi people continue to build a sovereign, stable, and self-reliant country as the United States transitions from military to civilian responsibility in Iraq, measured by improvements in security, political, and economic metrics.
- Global Health: By 2011, countries receiving health assistance will better address priority health needs of women and children, with progress measured by USG and UNICEF-collected data and indicators. Longer term by 2015, the Global Health Initiative aims to reduce mortality of mothers and children under five, saving millions of lives, avert millions of unintended pregnancies, prevent millions of new HIV infections, and eliminate some neglected tropical diseases.
- Climate Change: By the end of FY 2011, U.S. assistance will have supported the establishment of at least 20 work programs to develop Low-Carbon Development Strategies (LCDS) that contain measurable, reportable, and verifiable actions. This effort will lay the groundwork for at least 30 completed LCDS by the end of FY 2013 and meaningful reductions in national emissions trajectories through 2020.
- Food Security: By 2011, up to 5 countries will demonstrate the necessary political commitment and implementation capacities to effectively launch the implementation of comprehensive food security plans that will track progress towards the country's Millennium Development Goal (MDG1) to halve poverty and hunger by FY 2015.
- Democracy and Good Governance: Facilitate transparent, participatory, and accountable governance in 23 priority emerging and consolidating democracies by providing training assistance to 120,000 rule of law professionals, civil society leaders, democratically elected officials, journalists, and election observers over the 24-month period of October 1, 2009 through September 30, 2011.
- Global Security – Nuclear Nonproliferation: Improve global controls to prevent the spread of nuclear weapons and enable the secure, peaceful use of nuclear energy.
- Management – Building Civilian Capacity: Strengthen the civilian capacity of the State Department and USAID to conduct diplomacy and development activities in support of the Nation's foreign policy goals by strategic management of personnel, effective skills training, and targeted hiring.

PERFORMANCE OVERVIEW AND ANALYSIS

Evaluations of Diplomatic, Management and Consular Programs

Below is summary information on completed evaluations in Fiscal Year 2009.

The Youth Exchange and Study (YES) program is a high school exchange program funded by the Bureau of Educational and Cultural Affairs (ECA). The program showcases the role of public diplomacy in building bridges of international understanding, especially between Americans and people in countries with significant Muslim populations. The Evaluation Division within ECA's Office of Policy and Evaluation completed the evaluation of the YES program in August 2009. Program Offices in ECA, as well as ECA partner organizations and grantees, have used these data to improve program design and management, to specify and format content of the program, such as leadership training activities. The evaluation findings demonstrated the effectiveness of the program with respect to program goals.

US-Based Training Program for EducationUSA Advisors. EducationUSA is a global network of more than 400 advising centers supported by the Department's Bureau of Educational and Cultural Affairs (ECA). The EducationUSA centers actively promote U.S. higher education around the world and advisors work in a variety of host institutions, including Fulbright Commissions, implementing partners, U.S. embassies and consulates, public universities, etc., and share a common goal: to assist students from their countries to access U.S. higher education opportunities. ECA sponsored an evaluation of the program in FY 2009 and the evaluation report is in the drafting stages.

Exchange Alumni Coordinators. In FY 2009 the Bureau of Educational and Cultural Affairs (ECA) sponsored an evaluation of the role of Alumni Coordinators in Exchange Alumni Coordination. Approximately 86 percent of Posts now have designated full-time or part-time Alumni Coordinators whose specific responsibility is supporting Post outreach to ECA program Alumni, providing assistance to existing or creating new Alumni Associations in each country, and helping alumni groups use the knowledge, skills, and understanding gained through ECA programs to design and implement new projects in-country. The evaluation report is in the drafting stage and expected in 2010.

Energy Star Evaluation for National Visa Center. The Department's Bureau of Administration completed a round of third-party evaluations of Departmental environmental, energy management, and occupational and safety programs in order to help the Department comply with applicable Executive Orders, to demonstrate effective management techniques and to provide bureaus occupying the various buildings with value-added services. These independent evaluations served to benchmark the Department's program against industry best practices and, as a result, the Bureau of Administration intends to continue utilizing this approach for the remainder of the agency's domestic portfolio.

PERFORMANCE OVERVIEW AND ANALYSIS

Recovery Act Update

The Department will use American Recovery and Reinvestment Act (ARRA) funds to create and save jobs, repair and modernize domestic infrastructure crucial to the safety of American citizens, and expand consular services offered to American taxpayers. The funding level for the State Department in the American Recovery and Reinvestment Act is \$602 million, of which \$38 million was transferred to USAID.

Construction Projects

A Hard Skills Training Center (\$70 million) for Diplomatic Security will be built within 150 miles of Washington, D.C., and provide a centralized location to support security-related training that is currently conducted at 19 locations throughout the United States. Passport Facilities (\$15 million) will fund five new start-up sites and the renovation and expansion of two existing sites. The National Foreign Affairs Training Center (\$5 million) will expand existing training capacity to ensure personnel assigned overseas have the necessary language training and information technology training. Projects include upgrading facility and grounds, updating orientation signage for the 72-acre campus, and upgrading infrastructure wiring and public address systems. An Enterprise Data Center (\$120 million) will be established in the western United States and consolidate all domestic servers into four enterprise data centers. The program will provide more reliable, scalable, and redundant data center infrastructure that will substantially reduce the Department's risk and provide for future information technology (IT) growth.

Information Technology Platform and Cyber Security

Funding (\$132 million) will provide for new telephone systems, IT equipment, mobile communications for emergency situations, and projects to guard against and track cyber attacks, improve hardware security and testing, safeguard U.S. citizens' cyber security, and expand cyber education.

International Boundary and Water Commission (IBWC)

These projects (\$220 million) will evaluate and repair portions of the flood control systems for 495 miles of the upper and lower Rio Grande River, protecting about 3 million U.S. citizens in New Mexico and Texas. The effort for this project consists of the engineering and construction of levee improvements and associated structures.

Office of Inspector General

Funding (\$2 million) to provide oversight of use of ARRA funds and ARRA projects by the Department.

The U.S. Government Accountability Office High Risk List

Since 1990, The U.S. Government Accountability Office (GAO) has periodically reported on Government programs and operations that it identifies as high risk. This effort, which is supported by the Senate Committee on Homeland Security and Governmental Affairs and the House Committee on Oversight and Government Reform, has brought much needed focus to a targeted list of major challenges that are impeding effective government and costing the government billions of dollars each year. The Department of State is pleased to report that it currently has no programs or projects on the GAO High Risk List for the Fiscal Year ending September 30, 2009.

Discontinued Indicators

Some indicators published in either the FY 2009 or FY 2010 CBJ have since been discontinued. In accordance with OMB circular A-136, the Department will publish FY 2008 and FY 2009 results and ratings for all discontinued indicators on the Department's performance plan page at <http://www.state.gov/s/d/rm/rls/perfplan/index.htm>.