

PERFORMANCE OVERVIEW AND ANALYSIS

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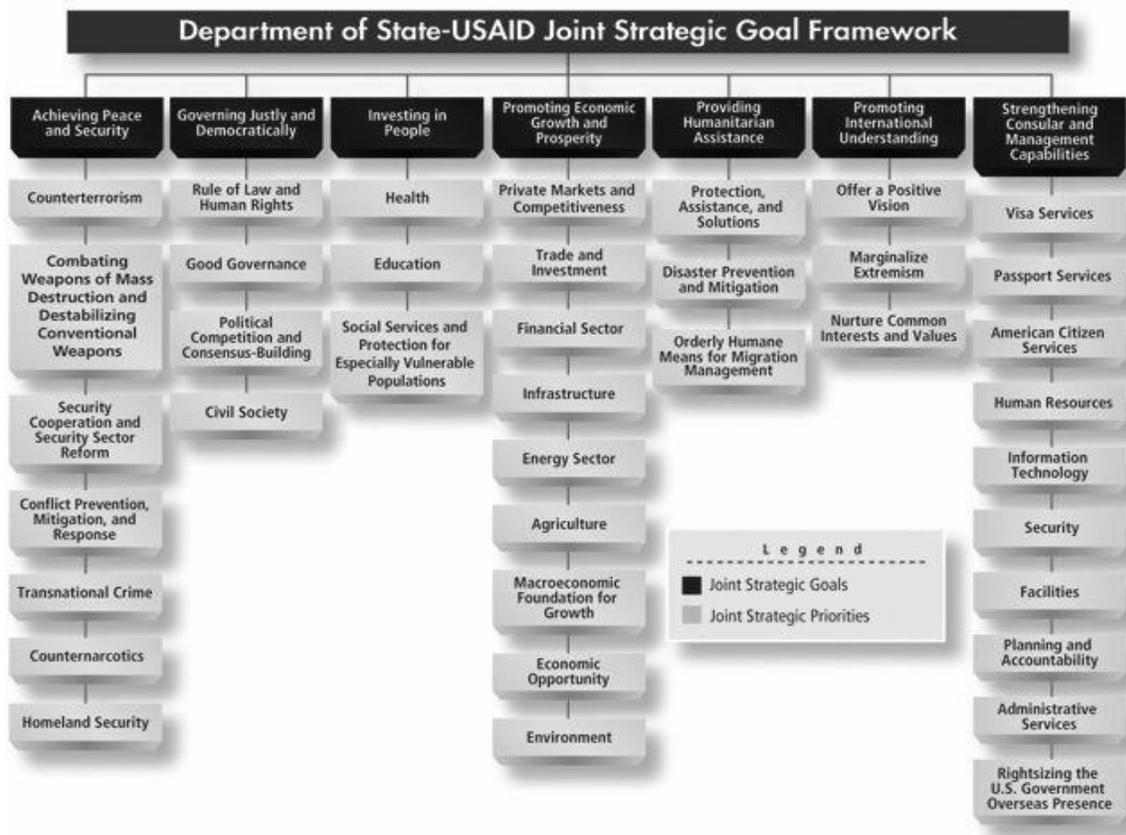
PERFORMANCE OVERVIEW AND ANALYSIS

Performance Summary

The United States foreign policy agenda is ambitious, but our time demands nothing less. Nuclear proliferation, hunger, climate change, the global economic crisis, terrorism, pandemic disease, conflict in the Middle East, and transnational criminal networks are just some of the pressing issues we face. All of these challenges threaten global stability and progress. Old conflicts, from the Middle East to the Korean Peninsula and beyond, continue to cause ongoing turmoil; natural disasters in just the past year devastated Haiti and displaced more than 20 million people in Pakistan; millions of people around the world, particularly women and children, suffer the ravages of war, famine, poverty, and disease; there are currently 12.3 million victims of human trafficking; counterfeiting and intellectual copyright piracy has a worldwide economic impact of over \$600 billion; and Central American security is tenuous, with the continued creation of trafficking routes, widespread availability of firearms, and the expansion of national and transnational gangs.

Meeting these challenges requires a sustained focus on monitoring foreign affairs outcomes and analyzing global trends that are most meaningful to the interests of the U.S. Toward this end, the Department of State measures success not only by the merit of its efforts, but by its progress and results achieved toward increasing the security and prosperity of the U.S. and the global community.

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. Performance indicators are featured throughout the main chapters of this budget justification. These 66 performance indicators constitute the FY 2012 Performance Plan and FY 2010 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.



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Using Performance to Achieve Results

Performance management at the Department is guided by a high-level Joint Strategic Plan, shared by both the Department and USAID. The two agencies established a Joint Strategic Goal Framework, organized by seven strategic goals and 39 strategic priorities. The Department’s annual planning cycle engages diplomatic Missions and Washington-based Bureaus in outcome-oriented planning activities that articulate policy and establish programmatic direction by country, region, strategic goal, and strategic priority. The purpose of this performance management approach is to measure organizational effectiveness, strengthen and inform decision-making, and link programs and policies to specific performance targets and broader strategic goals. This focus on performance management helps the Department weigh important planning, resource, and policy decisions, and provides accountability for State Operations resources.

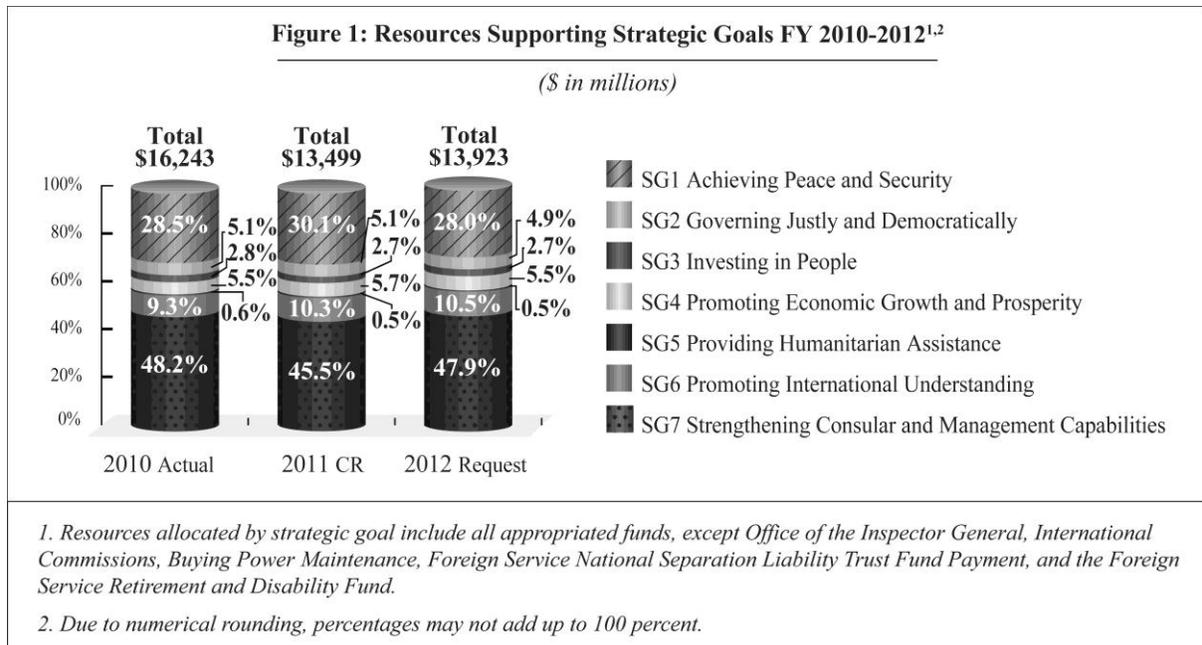
Two significant initiatives are new components to the Department’s performance management approach: the Quadrennial Diplomacy and Development Review (QDDR) and the High Priority Performance Goals (HPPGs). The QDDR is a comprehensive effort to identify the capabilities needed to strengthen and elevate diplomacy and development as key pillars of the national security strategy, alongside defense. Recently completed and released to the public in December 2010, the QDDR sets institutional priorities and provide strategic guidance as frameworks for the most efficient allocation of resources.

The HPPGs, developed and driven by the President’s Performance Agenda, are measurable, near-term goals that align with the long-term strategic goals and priorities of both the Department and USAID. These eight outcome-based goals reflect the Secretary’s and Administrator’s highest priorities through FY 2012. The HPPGs are listed in a chart at the end of this section.

Overview of Budget by Strategic Goal

The FY 2012 State Operations budget request supports a large portion of the U.S. Government’s civilian presence overseas and sustains critical functions, allowing for the effective conduct of U.S. diplomacy and development at more than 260 posts worldwide.

The largest proportion of the FY 2012 budget request supports Strategic Goal 7—Strengthening Consular and Management Capabilities (48 percent). Together with Strategic Goal 1—Achieving Peace and Security (28 percent), these two goals account for slightly over three-quarters of the Department’s FY 2012 State Operations request (see Figure 1).



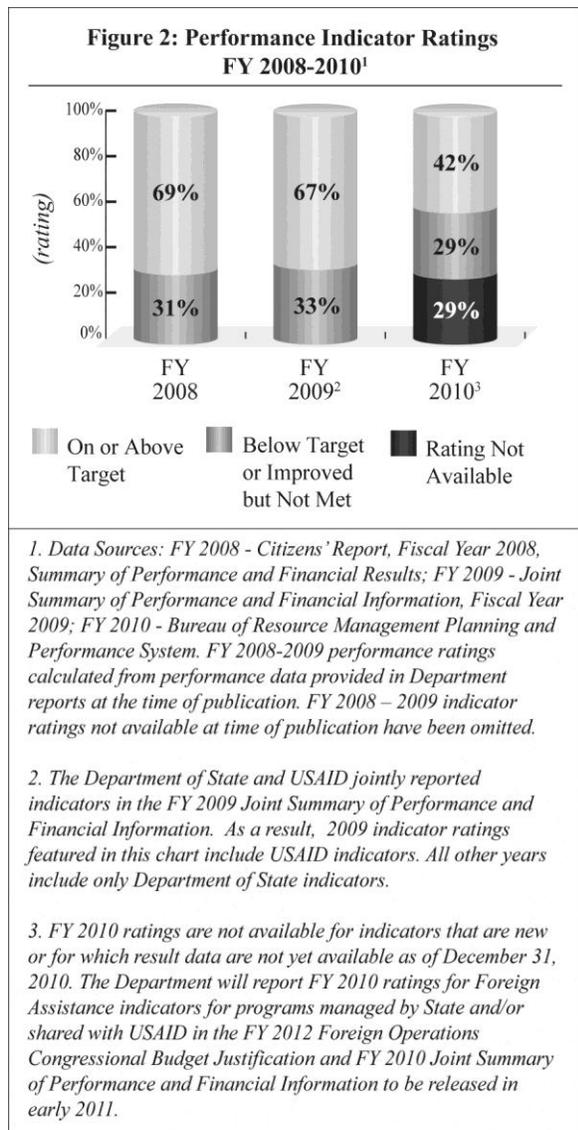
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Overview of Performance by Strategic Goal

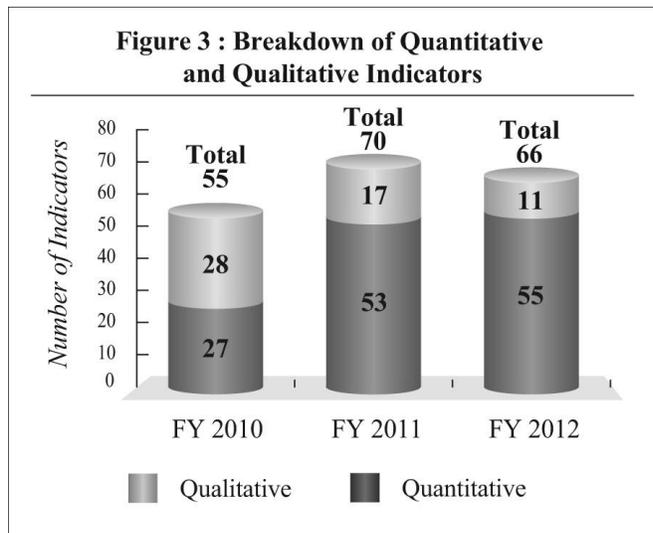
A summary of the Department’s performance indicator ratings across all seven strategic goals for FY 2008-2010 is presented in Figure 2. Please note, ratings are not yet available for new State Operations indicators for which targets have not yet been set. For this reason, indicators that did not have ratings at the time of publication are not included in this chart.

Selection Criteria for Performance Indicators

To measure progress in FY 2010 toward its seven strategic goals, the Department selected performance indicators that best reflect U.S. Government foreign policy priorities and major areas of investment, based



on selection criteria developed in FY 2009. This FY 2009 shift to more “outcome-oriented” performance indicators 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 Department also increased the number of quantitative performance indicators to increase the usefulness and reliability of the performance data (see Figure 3). 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.



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Strategic Goals: Performance Analysis and Key Takeaways

Introduction to Strategic Goal Discussions

The following discussions of the five strategic goals, which receive funding through State Operations, present a holistic perspective of the resources and performance for each of the 39 strategic priorities associated with the seven strategic goals (as described earlier, strategic goals 3 and 5 are included in the Foreign Operations volume of the Department’s Congressional Budget Justification), along with a discussion of progress made and challenges that remain. In order to provide a full picture of the results achieved by the Department, each goal discussion includes a table listing all the related strategic priorities, performance indicators, and ratings. The goal sections are organized according to a clear line of sight—from the high-level strategic goals, to the specific strategic priorities that drive the activities and resources, down to the individual performance indicators that measure progress in achieving the priorities.

Additionally, illustrative indicators, which tie directly to the Department’s major budget and policy priorities, are presented for each strategic goal to describe in more depth the progress in specific areas and their impact on achieving key foreign affairs outcomes.

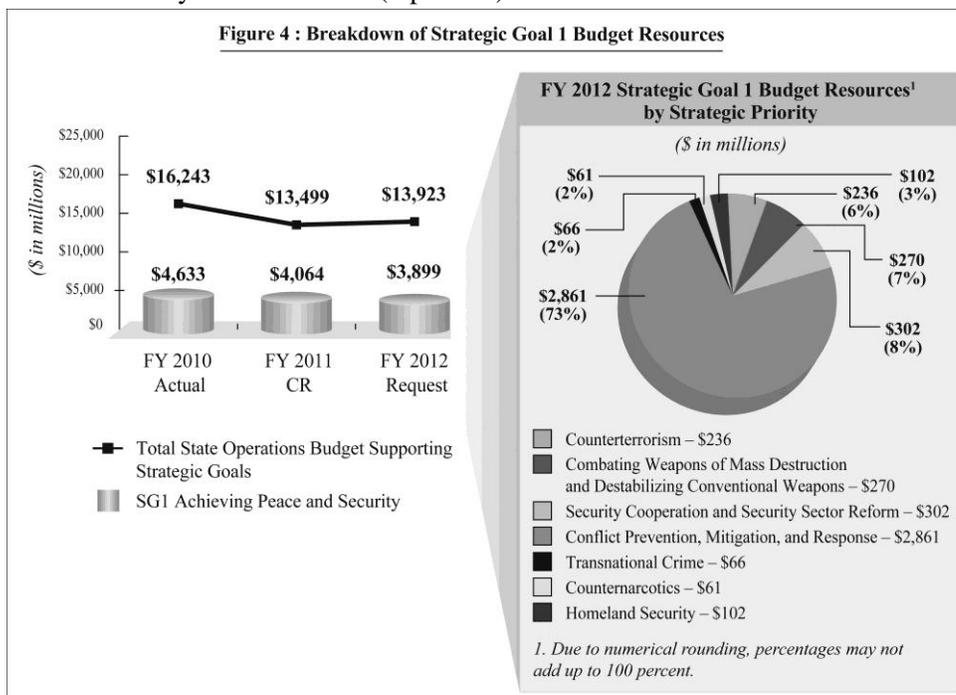
Strategic Goal 1: Achieving Peace and Security

Preserve international peace by preventing regional conflicts and transnational crime, combating terrorism and weapons of mass destruction, and supporting homeland security and security cooperation.

The U.S. faces a broad set of dangers that know no borders and that threaten U.S. national security, including the grave danger of weapons of mass destruction falling into the wrong hands, terrorism and violent extremism, transnational crime, and persistent conflict in geostrategic States with repercussions that are felt well beyond those States’ borders.

Budget Resources for Strategic Goal 1

At more than one-quarter of the overall budget request for all seven strategic goals, the Department is allocating \$3.9 billion toward Strategic Goal 1 in FY 2012, which is a 16 percent decrease over FY 2010 Actual levels (see Figure 4). In the FY 2012 budget request, the Department focuses the majority of its resources for Strategic Goal 1 in Conflict Prevention, Mitigation and Response (73 percent) and Security Cooperation and Security Sector Reform (8 percent).



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Performance Trends for Strategic Goal 1

During FY 2010, the Department met or exceeded targets for 44 percent of its performance indicators relative to Strategic Goal 1: Achieving Peace and Security. Performance was assessed for those indicators for which current year data was available at the time of publication. For those performance indicators which were below target in FY 2010 (50 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

Analysis of Key Illustrative Indicators

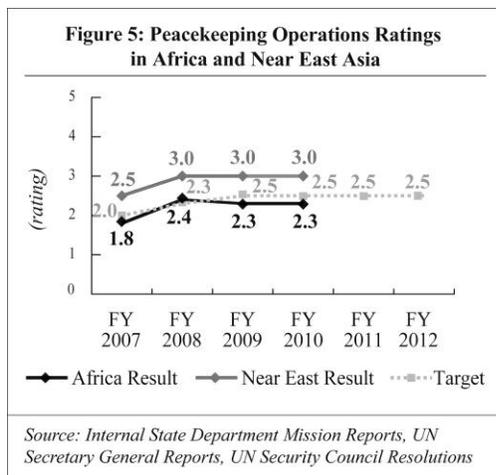
This section further details two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 1—Achieving Peace and Security. For this goal, the Department focuses significant resources and efforts on both peacekeeping operations in Africa and Near East Asia (see Figure 5) and the deployment of critical expertise to conflict zones (see Figure 6). UN Peacekeeping Missions in Near East Asia received an average rating of 3 out of 4 for FY 2010, surpassing the target of 2.5. The rating mirrors the score received in FY 2008 and 2009. The FY 2010 average rating for UN Peacekeeping Missions in Africa remained at FY 2009 levels, with a score of 2.3, which is slightly below the target of 2.5. This stagnant rating reflects the increasingly difficult security, political, and economic environment in many parts of Africa.

In a rapidly and continuously changing global environment, failing and post-conflict states pose one of the greatest national and international security challenges of our time. Through the Department’s Conflict Stabilization Operations (CSO), an urgent need is being addressed for a set of formalized, collaborative, and institutionalized foreign policy tools that can adequately meet the diverse stabilization needs of the global community by bringing together the government’s wide range of expertise. The USG can better influence key transitional moments in fragile states if it can deploy civilians skilled in reconstruction and stabilization operations early enough to be effective. The Department has begun to do so in connection with the January 2011 referendum in South Sudan. In step with this strategy, an output indicator is being tracked that measures the average number of civilian deployments per month. Deployments increased over five-fold in FY 2010 compared to FY 2009. The Department exceeded its target of 70 deployments per month in the fourth quarter of FY 2010 but did not meet its target of 840 deployments for the full year.

Strategic Priority: Conflict Prevention

FY 2012 Request: \$2.9B; 73% of SG1 Budget

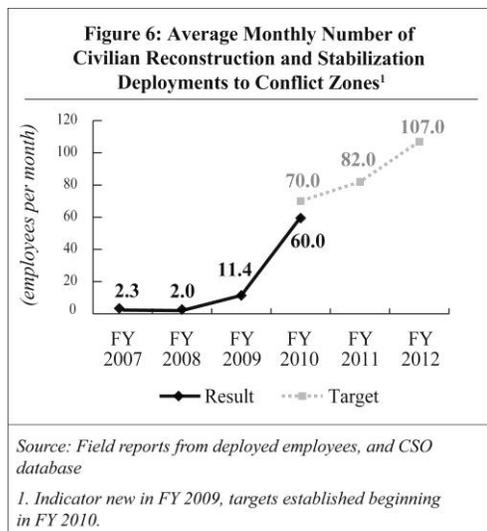
Illustrative Indicator



Strategic Priority: Conflict Prevention

FY 2012 Request: \$2.9B; 73% of SG1 Budget

Illustrative Indicator



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Performance Trends for Strategic Goal 1

(Table Key: Improved - Target not met, but performance improved over prior fiscal year.)

Performance Indicator	CBJ Chapter	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 1: Achieving Peace and Security							
Strategic Priority—Counterterrorism: <i>Prevent terrorist attacks against the United States, our allies, and our friends, and strengthen alliances and other international arrangements to defeat global terrorism.</i>							
Number of total NEA countries with Financial Intelligence Units that meet the standards of the Egmont Group	NEA	7	8	12	8 Below Target	13	13
NEW APP INDICATOR: Degree of stability in Yemen as measured by the Yemeni Government's capacity to combat extremist organizations and prevent the establishment of safe-havens for terrorists in Yemen, and increase public confidence in government services	NEA	Qualitative indicator. See NEA chapter to view results and targets			Improved	Qualitative indicator See NEA chapter to view results and targets	
Strategic Priority—Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons: <i>Prevent the proliferation of and trafficking in weapons of mass destruction and destabilizing conventional weapons, thereby reducing their threat to the United States, our allies, and our friends.</i>							
Key milestones achieved in combating nuclear terrorism	ISN	Qualitative indicator. See ISN chapter to view results and targets			Improved	Qualitative indicator See ISN chapter to view results and targets	
Key milestones in achieving full denuclearization of Korean Peninsula and preventing the export of weapons of mass destruction and missile-related technology by the Democratic People's Republic of Korea	EAP	Qualitative indicator. See EAP chapter to view results and targets			Below Target	Qualitative indicator See EAP chapter to view results and targets	
Key milestones in strengthening the Nuclear Non-Proliferation Treaty and the International Atomic Energy Agency	ISN	Qualitative indicator. See ISN chapter to view results and targets			On Target	Qualitative indicator See ISN chapter to view results and targets	
Status of Iran's Nuclear Weapons Program and adherence to Nuclear Non-Proliferation Treaty obligations	ISN	Qualitative indicator See ISN chapter to view results and targets			Below Target	Qualitative indicator See ISN chapter to view results and targets	
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	ACV	Qualitative indicator. See ACV chapter to view results and targets			On Target	Qualitative indicator See ACV chapter to view results and targets	
NEW APP INDICATOR: Verification R&D programs focus on closing key detection and verification capability gaps, identified in AVC's arms control R&D verification requirements document regarding nuclear weapons programs, foreign materials, and weapons production facilities and processes	ACV	Qualitative indicator. See ACV chapter to view results and targets			On Target	Qualitative indicator See ACV chapter to view results and targets	

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Performance Indicator	CBJ Chapter	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Priority—Security Cooperation and Security Sector Reform: <i>Establish, maintain and, where appropriate, expand close, strong, and effective U.S. security ties with allies, friends, and regional organizations.</i>							
Estimated number of bilateral and multilateral joint military exercises in the Near East region	NEA	85	77	85-87	113 Above Target	85-87	85-87
Strategic Priority—Conflict Prevention, Mitigation, and Response: <i>Support the prevention, containment or mitigation, and resolution of existing or emergent regional conflicts, as well as post-conflict peace, reconciliation, and justice processes.</i>							
Number of countries in sub-Saharan Africa that are rated as "critical" by the Fund for Peace Failed States Index	AF	20	22	16	22 Below Target	20	19
Numeric assessment of Sudan in Failed States Index created by the Fund for Peace	AF	113	112.4	112	111.8 Above Target	111.8	111.2
Average number of civilian reconstruction and stabilization personnel deployed to conflict zones per month	CSO	2	11.4	70	60 Improved	82	107
Increased ability to maintain law and order in the West Bank and Gaza, as measured by the World Bank Governance Indicator	NEA	22	44.8	30	Data Available Late 2011	35	50
Average rating denoting degree to which UN Peacekeeping Missions in Africa, funded through the Contributions for International Peacekeeping Activities Account, achieve pre-established U.S. Government objectives, as measured by average rating (0 = Below Target on Meeting Objectives; 5 = Above Target on Meeting Objectives)	CIPA	2.37	2.3	2.5	2.3 Below Target	2.5	2.5
Average rating denoting degree to which UN Peacekeeping Missions in Near East Asia, funded through the Contributions for International Peacekeeping Activities Account, achieve pre-established U.S. Government objectives, as measured by average rating (0 = No Objectives Met; 5 = All Objectives Met)	CIPA	3	3	2.5	3 Above Target	2.5	2.5
Average rating denoting degree to which all UN Peacekeeping Missions, funded through the Contributions for International Peacekeeping Activities Account, achieve U.S. Government objectives stated in the Department's Congressional Budget Justification for the corresponding fiscal year, as measured by average rating (0 = No Objectives Met; 5 = All Objectives Met)	CIPA	2.6	2.5	2.5	2.7 Above Target	2.5	2.5

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Performance Indicator	CBJ Chapter	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Met)							
Strategic Priority—Transnational Crime: <i>Decrease and minimize cross-border crimes that threaten the United States and other countries by strengthening abilities to detect, investigate, prosecute, and ultimately prevent violations of law.</i>							
Indicators featured in Foreign Operations submission							
Strategic Priority—Counter narcotics: <i>Disrupt and reduce international drug trafficking by cooperating internationally to set and implement anti-drug standards, share related financial and political burdens, close off criminal safe havens, and build and strengthen justice systems.</i>							
Indicators featured in Foreign Operations submission							
Strategic Priority—Homeland Security: <i>Create conditions abroad that share and protect American citizens and interests by assisting consular and infrastructure protection programs.</i>							
NEW APP INDICATOR: Conversion to web-based visa processing, as measured by: 1) the percentage of Non-Immigrant Visa (NIV) applications submitted electronically and; 2) the percentage of Immigrant Visa (IV) applications submitted electronically (<i>indicator also featured under "Visa Services" Strategic Priority</i>)	CA	—	10% (NIV)	97% (NIV)	97% (NIV)	100% (NIV)	100% (NIV)
			0% (IV)	0% (IV)	0% (IV)	80% (IV)	100% (IV)
					On Target		

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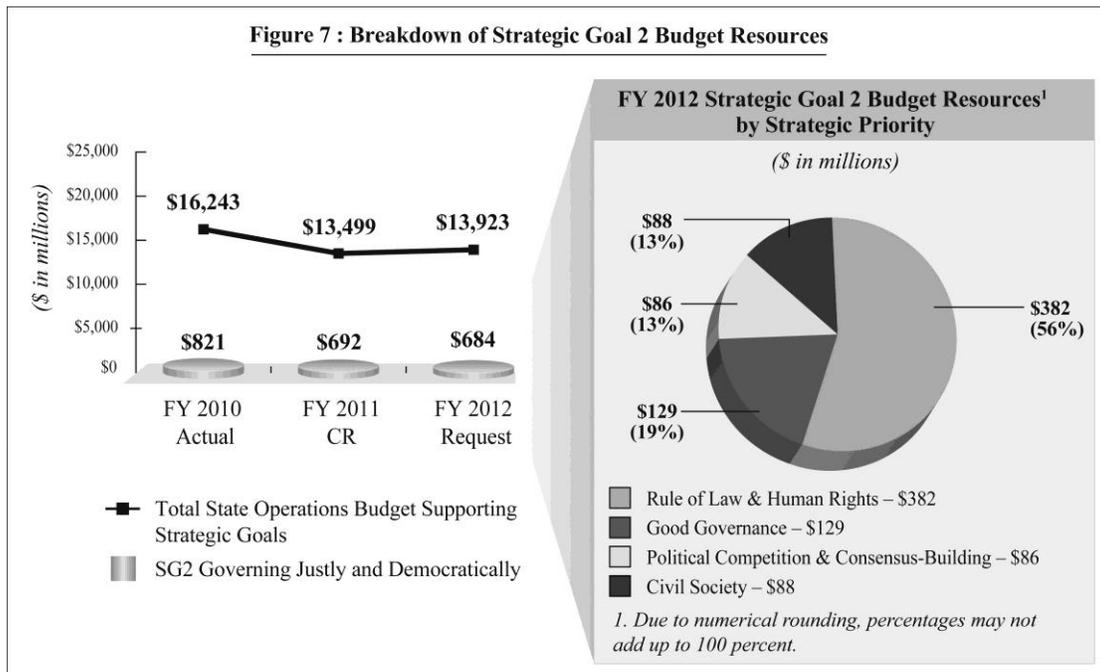
Strategic Goal 2: Governing Justly and Democratically

Advance the growth of representative democracies and good governance, including civil society, the rule of law, respect for human rights, political competition, and religious freedom.

U.S. leadership in promoting human rights is a national tradition, a moral imperative, and a national security priority. The U.S. has long acknowledged the link between democratic governments, free societies, and peaceful nations, and devoted diplomatic efforts and foreign assistance to encouraging free elections, democratic governance, and protection of human rights based on international standards. While this commitment to promoting human rights and democracy is part of U.S. history, the dialogue on these issues continues to evolve. The Department's goals include ensuring that people are free from bodily harm, free to select their leaders, free to express themselves, and protected by the law. The USG also recognizes that in order for people to fully realize the benefits of these rights and freedoms, they must have the education and the tools to be active citizens in their country's political process.

Budget Resources for Strategic Goal 2

The Department is allocating \$684 million toward Strategic Goal 2 in FY 2012, which is a 17 percent decrease over FY 2010 Actual levels (see Figure 7). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 2 in Rule of Law and Human Rights (56 percent) and Good Governance (19 percent) strategic priorities.



Performance Trends for Strategic Goal 2

During FY 2010, the Department met or exceeded targets for 13 percent of its performance indicators relative to Strategic Goal 2. For those performance indicators which were below target in FY 2010 (13 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under "Steps to Improve." Additional information on specific performance indicators is also included in the CBJ chapters.

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Analysis of Key Illustrative Indicators

This section further details two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 2–Governing Justly and Democratically. The percentage of civil society activists able to sustain activities after six months of receiving U.S. support is an illustrative indicator (see Figure 8). Protecting fundamental freedoms of association, assembly, expression, and belief represents a key aspect of U.S. foreign policy. The Department places the protection of civil society at the forefront of the USG’s human rights and democracy agenda. The Department is leveraging diplomatic tools and foreign assistance that support local activists in creating conditions necessary to reverse the disturbing trend of increased pressure on civil society activists and suppression of free speech and expression. In these challenging environments, even limited support can have a significant impact. In FY 2010, in a selection of targeted countries, 17.5 percent of activists and organizations were able to continue activities six months after receiving U.S. support. The Department is working to increase the percentage to 18.5 percent in FY 2012.

Another illustrative indicator is the improvements in media freedom in priority countries as measured by the Freedom House Freedom of the Press Index (see Figure 9). Freedom of expression and information are fundamental to citizens’ ability to participate in political processes and galvanize around significant community and national issues. Press freedom is in decline in almost every part of the world, particularly in the priority countries due to the increasing restrictions on freedom of expression and the free flow of information. In FY 2007, the mean average Freedom of the Press rating for the priority countries was 67.6. In FY 2010, the mean average rating was 68.6, the higher score reflecting a worsening environment for media freedom in targeted countries. The Department is pressing ahead with innovative diplomatic engagement and programs to help reverse the trend, including increased attention to Internet Freedom. The Department supports approaches that reaffirm U.S. commitment to freedom of expression, free flow of information, and the rule of law.

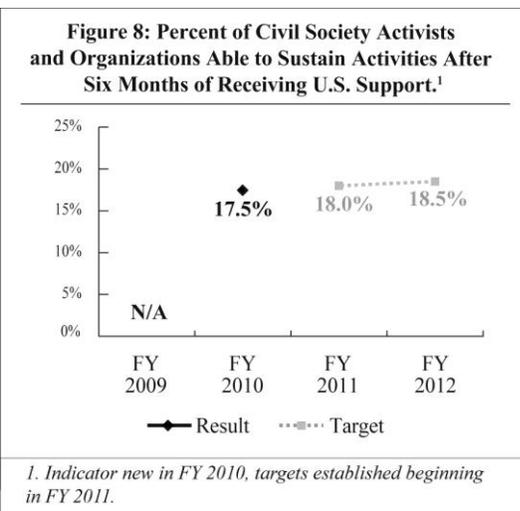
Strategic Priority: Rule of Law and Human Rights

FY 2012 Request: \$382M; 56% of SG2 Budget

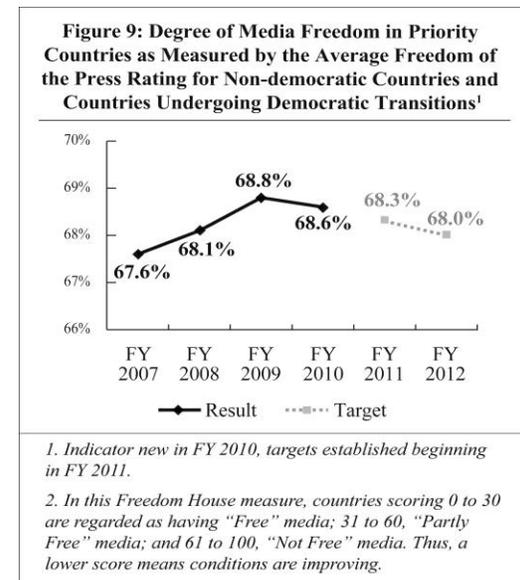
Strategic Priority: Good Governance

FY 2012 Request: \$129M; 19% of SG2 Budget

Illustrative Indicator



Illustrative Indicator



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Performance Trends for Strategic Goal 2

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 2: Governing Justly and Democratically							
Strategic Priority—Rule of Law and Human Rights: <i>Advance and protect human and individual rights and promote societies where the state and its citizens are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, consistent with international norms and standards.</i>							
Average percentile score for sub-Saharan Africa on the World Bank Institute's Worldwide Governance Rule of Law Indicator (Scale = 0 to 100)	AF	28.3	28.6	28.9	28.1 Below Target	28.4	28.7
NEW APP INDICATOR: Increased labor rights in priority countries, as measured by the percentage of countries with progress on workers' rights to freedom of association after sustained USG diplomatic and/or programmatic engagement	DRL	–	–	[Baseline Year]	14.3% New Indicator No Rating	28.6%	42.9%
Strategic Priority— Good Governance: <i>Promote democratic institutions that are effective, responsive, sustainable, and accountable to the people, and include institutional checks and balances.</i>							
NEW APP INDICATOR: Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking system	DRL	–	–	[Baseline Year]	20,000 New Indicator No Rating	25,000	30,000
Control of corruption in China as measured by the World Bank's Control of Corruption percentile rank	EAP	41.1	36.2	43	Data Available Mid-2011	45	46
Progress on internal reforms prerequisite for integration into Euro-Atlantic Institutions as measured by the mean average rating for Balkan nations as reported by Transparency International's Corruption Perceptions Index and the Democracy dimension of Freedom House's Nations in Transit Index	EUR	3.6 (CPI)	3.6 (CPI)	3.56 (CPI)	3.65 (CPI)	3.17 (CPI)	3.22(CPI)
		4.03 (FH)	4.04 (FH)	No Target Set	4.04 (FH)	4.03 (FH)	4.02 (FH)
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 ranges from approximately -2.5 to +2.5)	NEA	-2.69	-2.33	-2.49	Data Available Late 2011	-2.39	-2.30
		-1.41	-1.26	-1.01		-0.86	-0.83
		-1.87	-1.83	-1.67		-1.57	-1.50
		-1.48	-1.38	-1.46		-1.41	-1.38

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Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Priority—Political Competition and Consensus-Building: <i>Encourage the development of transparent and inclusive electoral and political processes and democratic, responsive, and effective political parties.</i>							
Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.							
Strategic Priority—Civil Society: <i>Strengthen democratic political culture and citizen engagement by supporting the means through which citizens can freely organize, advocate, and communicate with members of their own and other governments, international bodies, and other elements of civil society.</i>							
NEW APP INDICATOR: Improvements in media freedom in priority countries, as measured by the mean average Freedom of the Press rating for non-democratic countries and countries undergoing democratic transitions according to Freedom House	DRL	68.1	68.8	[Baseline Year]	68.6 New Indicator No Rating	68.3	68.0
NEW APP INDICATOR: Increased civic activism in priority countries with repressive regimes, as measured by the percentage of civil society activists and organizations able to sustain activities after six months of receiving U.S. support	DRL	–	–	[Baseline Year]	17.5% New Indicator No Rating	18%	18.5%

Strategic Goal 3: Investing in People

Improve health, education, and other social services to help nations create sustainable improvements in the well-being and productivity of their citizens.

NOTE: Strategic Goal 3 is mainly supported by Foreign Assistance Funding, and therefore is addressed in the Foreign Operations volume of the Department’s Congressional Budget Justification.

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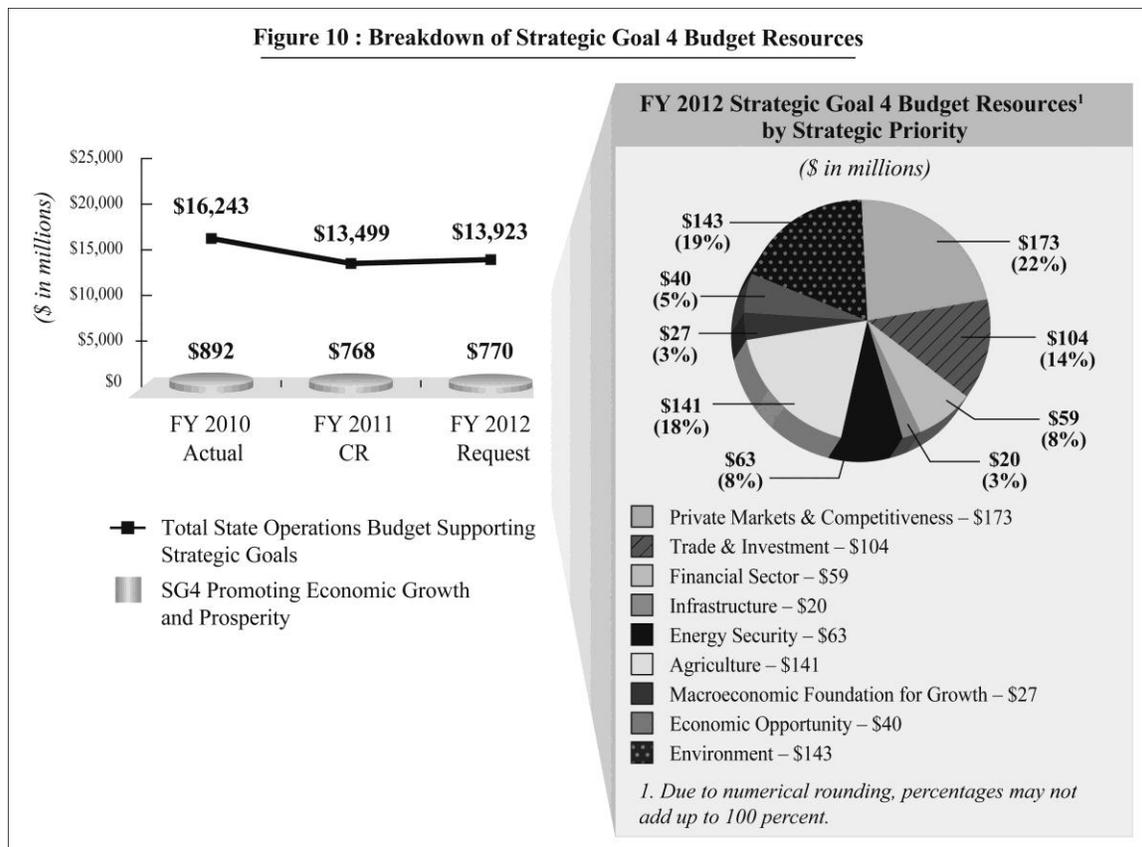
Strategic Goal 4: Promoting Economic Growth and Prosperity

Strengthen world economic growth and protect the environment, while expanding opportunities for U.S. businesses and ensuring economic and energy security for the nation.

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

Budget Resources for Strategic Goal 4

The Department is allocating \$770 million toward Strategic Goal 4 in FY 2012, which is a 14 percent decrease from FY 2010 Actual levels (see Figure 10). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 4 in Private Markets & Competitiveness (22 percent) and Environment (19 percent).



Performance Trends for Strategic Goal 4

During FY 2010, the Department met or exceeded targets for 40 percent of its performance indicators relative to Strategic Goal 4. Ratings were assessed for those indicators for which current year data was available at the time of publication. For those performance indicators which were below target in FY 2010 (10 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

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Analysis of Key Illustrative Indicators

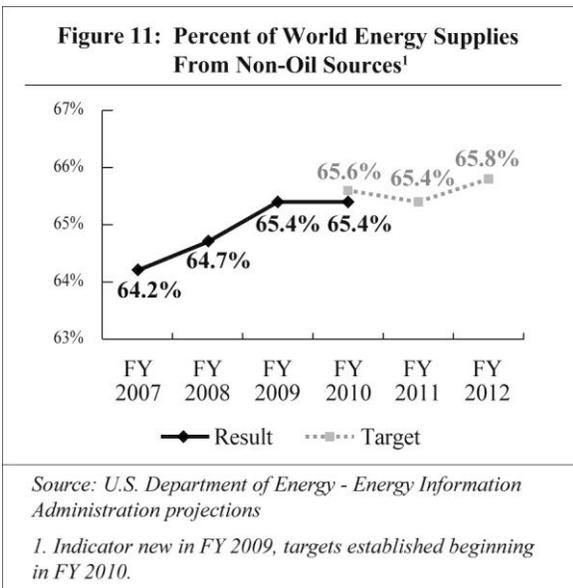
This section further details two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 4—Promoting Economic Growth and Prosperity. In the area of Energy Security, a primary focus of the Department is promoting the development and implementation of policies in foreign governments designed to diversify energy sources and foster growth in the clean energy sector. An indicator for this Strategic Goal is the percentage of world energy supplies from non-oil sources (see Figure 11). Results that indicated increased use of non-petroleum energy sources around the globe from FY 2007 to FY 2009 have since leveled off. In FY 2010, the percentage of world energy supplies from non-oil sources remained at the same level as the FY 2009 rate, likely reflecting a decrease in near-term demand and financing difficulties as a result of the global economic downturn. In the long-term, the data suggest a steady trend toward diversification of energy sources.

In the area of Trade and Investment, data reflect declining economic trends in Africa consistent with the global recession. The level of two-way trade between the U.S. and sub-Saharan Africa, another illustrative indicator for this goal, decreased in FY 2009 (see Figure 12). While data for FY 2010 are not yet available, trade is expected to rebound as part of the recovery from the recession. Recovery is vital for Africa to build on recent gains in economic growth, living standards, and poverty reduction.

Strategic Priority: Energy Security

FY 2012 Request: \$63M; 8% of SG4 Budget

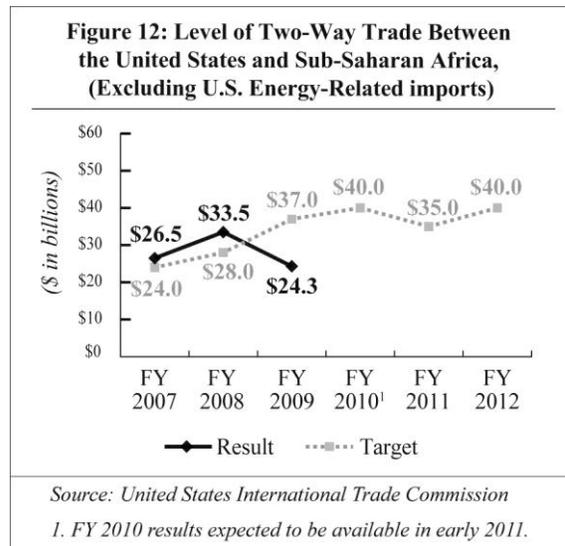
Illustrative Indicator



Strategic Priority: Trade and Investment

FY 2012 Request: \$104M; 14% of SG4 Budget

Illustrative Indicator



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Performance Trends for Strategic Goal 4

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 4: Promoting Economic Growth and Prosperity							
Strategic Priority—Private Markets and Competitiveness: <i>Support efforts by other countries to improve institutions, laws, and policies that foster private sector-led growth and competitiveness.</i>							
Median World Bank regulatory quality estimate for developing countries (range: -2.5 to 2.5)	EEB	-0.36	-0.36	-0.30	Data Available Late 2011	-0.29	-.028
Strategic Priority—Trade and Investment: <i>Promote increased trade and investment worldwide, on both multilateral and bilateral levels, through market-opening international agreements and the further integration of developing countries into the international trading system.</i>							
Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports (\$ in billions)	AF	\$33.5	\$24.3	\$40	Data Available Mid-2011	\$35	\$40
Strategic Priority—Financial Sector: <i>Improve financial sector governance as well as the quality of and access to financial services by improving corporate governance, accounting, financial transparency, and by combating financial crimes and corruption.</i>							
Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.							
Strategic Priority—Infrastructure: <i>Promote sustainable improvements in foreign infrastructure by encouraging public-private partnerships, strengthening capacities for oversight and management, and expanding markets for tradable infrastructure services.</i>							
Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.							
Strategic Priority—Energy Security: <i>Enhance U.S. and global energy security by: promoting open and transparent, integrated, and diversified energy markets; encouraging appropriate energy sector investments; and developing and sharing clean and efficient energy technologies.</i>							
Percentage of world energy supplies from non-oil sources	EEB	64.7%	65.4%	65.6%	65.4 % Below Target	65.4%	65.8%
Percentage of total Latin America primary energy supply comprised of alternative fuels (renewables, biofuels, and geothermal)	WHA	30.7%	Biennial Indicator	30%	Data Available Mid-2012	Biennial Indicator	32%
Strategic Priority—Agriculture: <i>Support increased productivity and growth in the international agriculture sector by promoting expanded agricultural trade and market systems, broadening the application of scientific and technical advances - including biotechnology, and encouraging sustainable resource management.</i>							

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Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation	EEB	2 countries 9.4%	0 countries 7%	1 country 12%	Data Available March 2011	1 country 5%	1 country 5%
Number of countries that meet criteria for Food Security Phase 2 funding	S/ES	–	–	[Baseline Year]	0 (New Program) New Indicator, No Rating	2-3	5
Strategic Priority—Macroeconomic Foundation for Growth: <i>Promote institutions, laws, and policies that support private sector efforts to build people's capacity to take advantage of expanding economic freedom – including the promotion of effective public-private partnerships.</i>							
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	EEB	87%	85%	80%	88% Above Target	85%	85%
Strategic Priority—Economic Opportunity: <i>Support efforts to help people gain access to financial services, build inclusive financial markets, improve the policy environment for micro and small enterprises, strengthen microfinance institutional productivity, and improve economic law and property rights.</i>							
Median number of days required to start a business in countries that are not members of the Organization for Economic Cooperation and Development and median cost of starting a business as a percentage of per capita income in those countries	EEB	– –	26 days 20%	25 days 19%	22 days 18.5% Above Target	24 days 18%	23 days 17%
Median number of days to start a business in Mexico and median cost of starting a business in Mexico as a percentage of per capita income	WHA	28 days 12.5%	13 days 11.7%	13 days No Cost Target Set	9 days 12.3% Above Target	10 days 10.1%	10 days 9.3%
Strategic Priority—Environment: <i>Promote partnerships for economic development that reduce greenhouse gas emissions, improve air quality, and create other co-benefits by using and developing markets to improve energy efficiency, enhance conservation and biodiversity, and expand low-carbon energy sources.</i>							
Number of work programs established by partner economies leading to completion of 20 Low Emission Development Strategies that contain concrete actions by 2013	OES	–	[Baseline Year]	7 Interest statements/ Engagements	7 Interest Statements/ Engagements On Target	7 Work Programs	20 Work Programs

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Strategic Goal 5: Providing Humanitarian Assistance
Minimize the human costs of displacement, conflicts, and natural disasters to save lives and alleviate suffering.

NOTE: Strategic Goal 5 is mainly supported by Foreign Assistance Funding and therefore, with the exception of the following indicator, is addressed in the Foreign Operations volume of the Department’s Congressional Budget Justification.

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 5: Providing Humanitarian Assistance							
Strategic Priority—Protection, Assistance, and Solutions: <i>Protect vulnerable populations (e.g., refugees, internally displaced persons, and others affected by natural disasters and human-made crises) from physical harm, persecution, exploitation, abuse, malnutrition, disease, and other threats by providing disaster relief including food aid, and other humanitarian assistance.</i>							
NEW APP INDICATOR: Percentage of internally displaced persons and refugee returnees surveyed who responded that they feel safe in their location of return	OCO	65.2%	80.9%	[Baseline Year]	80.4% New Indicator No Rating	82%	84%

PERFORMANCE OVERVIEW AND ANALYSIS

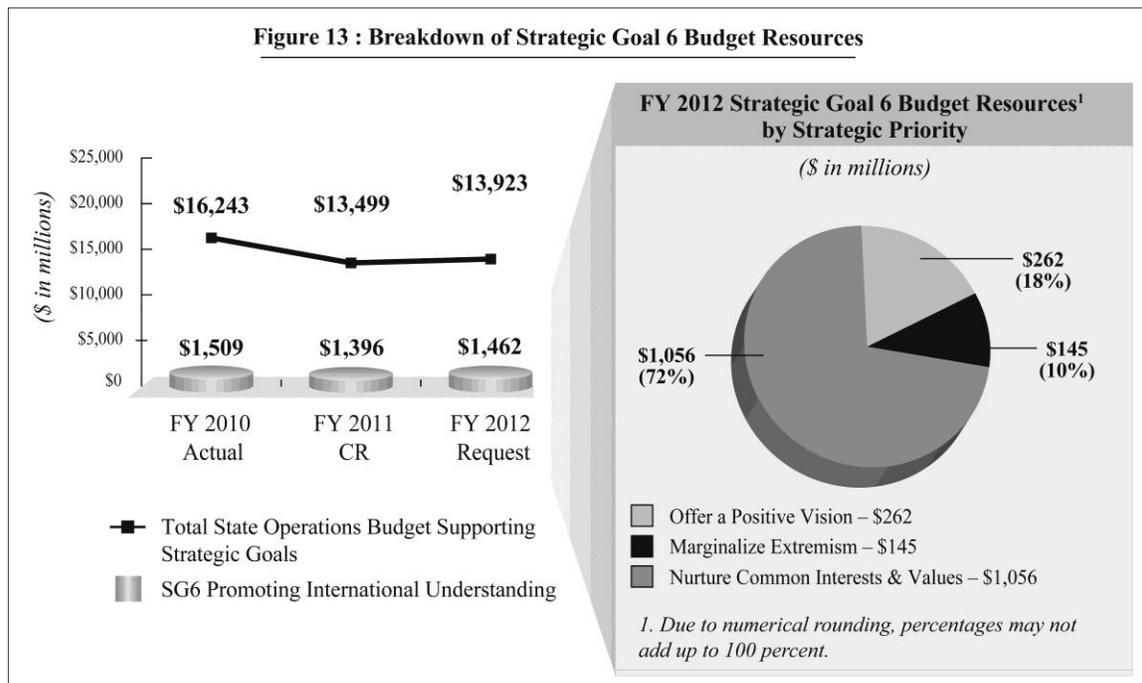
Strategic Goal 6: Promoting International Understanding

Achieve foreign policy goals and objectives and enhance national security by fostering broad, mutually-respectful engagement and mutual understanding between American citizens and institutions, and their counterparts abroad.

The Department recognizes the central role of public diplomacy as a tool of Smart Power, which is an approach that elevates civilian power alongside military power, and an essential element for 21st Century statecraft. The Department has also committed to renewing America’s engagement with the people of the world by enhancing mutual respect and understanding and creating partnerships aimed at solving common problems. Global challenges require the Department to identify and implement complex, multi-dimensional public engagement strategies that forge partnerships, mobilize broad coalitions, and galvanize public opinion across all sectors of society. To this end, the Department developed the first detailed global strategy for public diplomacy in over a decade—a strategic framework for 21st Century public diplomacy that ensures its alignment with foreign policy objectives and focuses on how public diplomacy programs and efforts support those objectives.

Budget Resources for Strategic Goal 6

The Department is allocating \$1.5 billion toward Strategic Goal 6 in FY 2012, which is a 3 percent decrease over FY 2010 Actual levels (see Figure 13). In the FY 2012 request, the Department focuses the majority of its resources for Strategic Goal 6 in Nurturing Common Interests and Values (72 percent). Programs funded under this strategic priority include educational and cultural exchanges.



Performance Trends for Strategic Goal 6

During FY 2010, the Department achieved or exceeded targets for 50 percent of its performance indicators relative to Strategic Goal 6. Ratings were assessed for those indicators for which current year data was available at the time of publication. Additional information on specific performance indicators is also included in the CBJ chapters.

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Analysis of Key Illustrative Indicators

This section further details two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 6–Promoting International Understanding. The Department seeks to increase international understanding through educational and cultural exchange programs that bring together American citizens with foreign participants, including up-and-coming civic, cultural, and professional leaders and scholars as well as teachers and students with high academic and leadership potential. In post-program surveys in FY 2010, nearly all foreign respondents (98.8 percent) reported a change in their understanding and knowledge of United States institutions and society as a result of their participation in the U.S. exchange program (see Figure 14). This represents a five percent increase from FY 2009 levels.

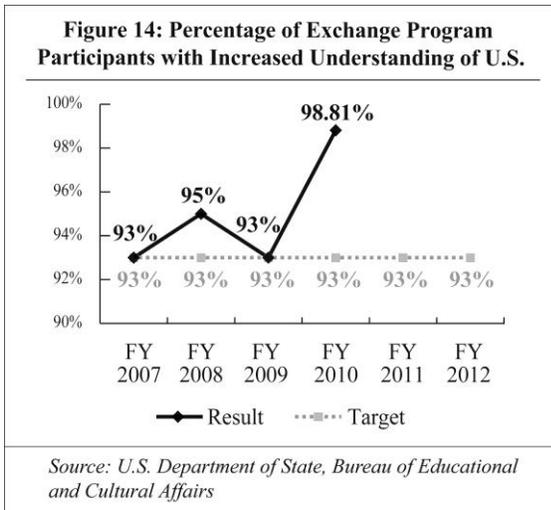
As a result of changes in understanding of the U.S., the foreign exchange participants are able to share their knowledge with others in their countries and, optimally, facilitate more openness and acceptance toward partnering on an array of common global challenges. Maintaining substantive engagement with these exchange program alumni allows the Department to leverage that change in international understanding and knowledge of the U.S. Supporting an active alumni network of exchange participants reinforces the positive interaction with the U.S. and further promotes international understanding, long after the initial exchange experience.

Another indicator the Department uses is the percentage of foreign audiences who expressed a better understanding of the U.S. after exposure to the Bureau of International Information Programs (IIP) and activities (see Figure 15). This indicator measures the impact on intended target audiences who consume these informational products. The Department transforms U.S. policies into informational products tailored to engage and persuade critically important international audiences. In FY 2009, 55 percent of IIP audiences surveyed responded that they have a better understanding of U.S. policy, society, and values. FY 2010 data on the effectiveness of international programs will be available in FY 2011.

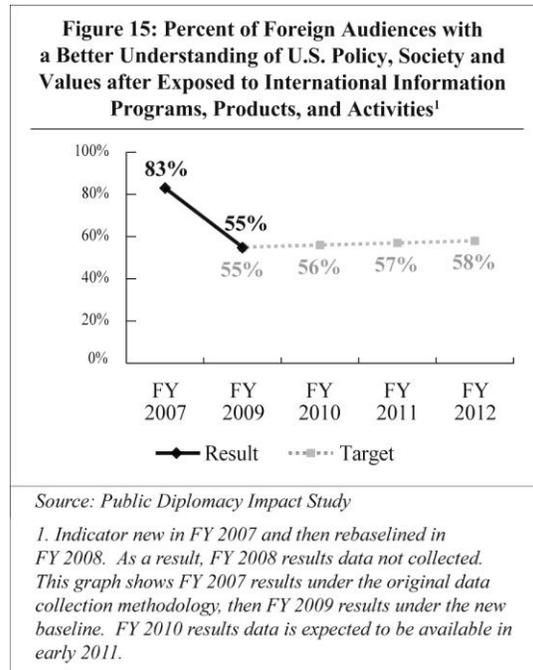
Strategic Priority: Nurture Common Interests
 FY 2012 Request: \$1.06B; 72% of SG6 Budget

Strategic Priority: Offer a Positive Vision
 FY 2012 Request: \$262M; 18% of SG6 Budget

Illustrative Indicator



Illustrative Indicator



PERFORMANCE OVERVIEW AND ANALYSIS

Performance Trends for Strategic Goal 6

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 6: Promoting International Understanding							
Strategic Priority—Offer a Positive Vision: <i>Offer a positive vision of hope and opportunity, rooted in the most basic values of the American people, by sponsoring educational programs at all levels, advocating for the rights of people, and conducting other public diplomacy programs.</i>							
Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IIP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community	IIP	–	54%	–	Data Available FY 2011	56%	–
Percent of foreign audiences with a better understanding of U.S. policy, society and values after exposure to International Information Programs, products, and activities	IIP	Biennial Indicator	55%	Biennial Indicator	Data Available FY 2011	57%	Biennial Indicator
Strategic Priority—Nurture Common Interests and Values: <i>Expand international understanding of our common interests and values through messages and programs built on areas in which U.S. Government expertise corresponds to the interests and needs of our partners and counterparts.</i>							
Percentage of participants who increased or changed their understanding of the United States immediately following their program	ECE	95%	93%	93%	98.81% Above Target	93%	93%
Number of articles accurately portrayed or broadcast by journalists participating in Foreign Press Center programs	PA	–	70	100	100 On Target	200	250
Strategic Priority—Marginalize Extremism: <i>Counter extremism by promoting educational and cultural exchanges, democratization, good governance, and economic and human development.</i>							
No representative indicators included in this submission. New indicators under development.							

PERFORMANCE OVERVIEW AND ANALYSIS

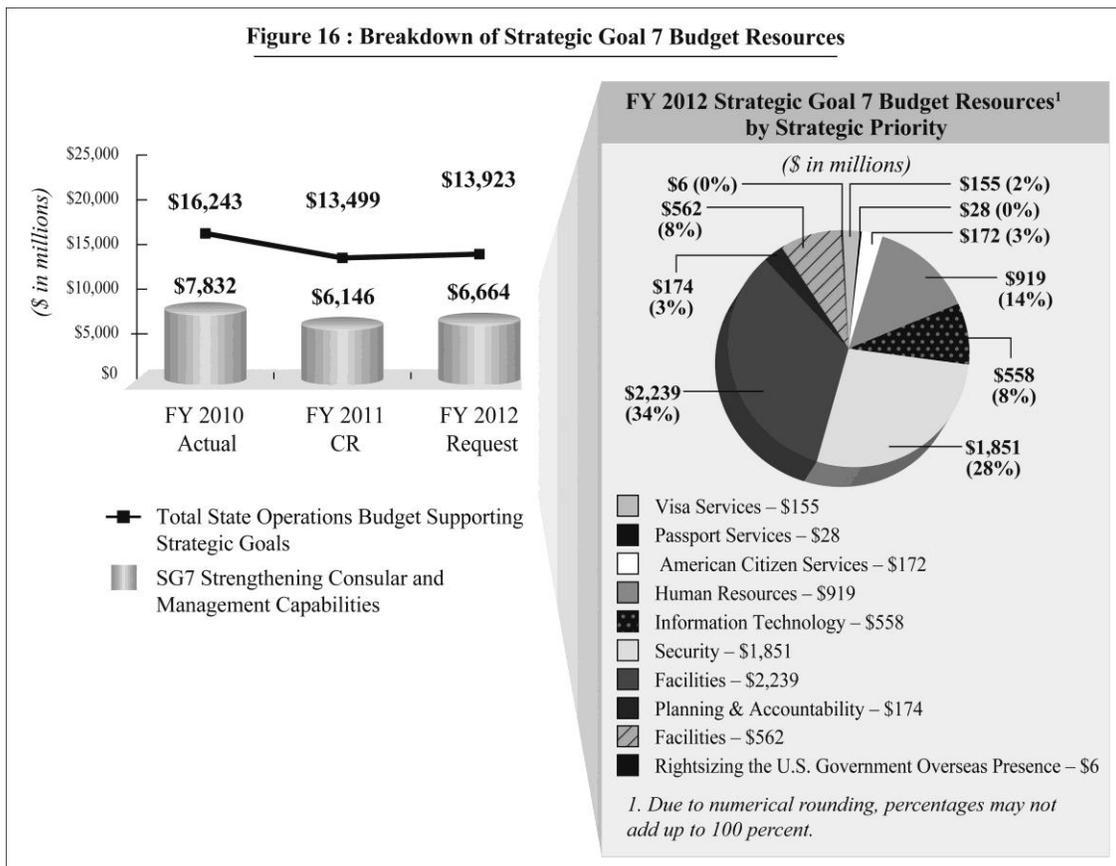
Strategic Goal 7: Strengthening Consular and Management Capabilities

Assist American citizens to travel, conduct business and live abroad securely, and ensure a high quality workforce supported by modern, secure infrastructure and operational capabilities.

Approximately four million Americans reside abroad, and Americans make about 60 million trips overseas every year. The Department helps them prepare for crises and avoid problems abroad through its consular services, which certifies the birth of American citizens born abroad, and assists families when an American dies overseas. The Department also assists Americans whose children have been wrongfully taken to or kept in foreign countries, a growing problem. During times of crises, such as the January 2010 earthquake in Haiti, the Department adapts quickly to fluctuations in demand for its services as demonstrated by its quick response to Haiti with a major effort involving over a thousand Department volunteers. The Department also continues, in collaboration with the Department of Homeland Security and other agencies, to protect America’s homeland with improved technology and efficiency at ports of entry and in visa processing, smarter screening technology, and more secure U.S. travel documents—both visas and passports.

Resources for Strategic Goal 7

The Department is allocating \$6.7 billion toward Strategic Goal 7 in FY 2012, which is a 15 percent decrease over FY 2010 Actual levels (see Figure 16). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 7 in Facilities (34 percent) and Security (28 percent).



PERFORMANCE OVERVIEW AND ANALYSIS

Performance Trends for Strategic Goal 7

During FY 2010, the Department achieved or exceeded targets for 52 percent of its performance indicators relative to Strategic Goal 7. For those performance indicators which were below target in FY 2010 (33 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

Analysis of Key Illustrative Indicators

This section further analyzes two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 7—Strengthening Consular and Management Capabilities. The first illustrative indicator for this goal is the percentage of non-immigrant visa applications submitted electronically (see Figure 17). With a 97 percent success rate in FY 2010, the Department has made significant progress toward conversion to a fully electronic visa application process. Using a variety of automated research tools and databases, the Department is able to more effectively screen applicants who may be ineligible for a visa for national security reasons.

Another illustrative indicator for this Strategic Goal is the number of USG personnel moved into safer and more secure and functional facilities (see Figure 18). American embassies overseas provide the diplomatic platform for all U.S. civilian agencies, and the Department is responsible for providing and maintaining secure, safe, and functional facilities for personnel at overseas posts. In FY 2010, the total cumulative number of USG personnel moved into these facilities slightly exceeded the target.

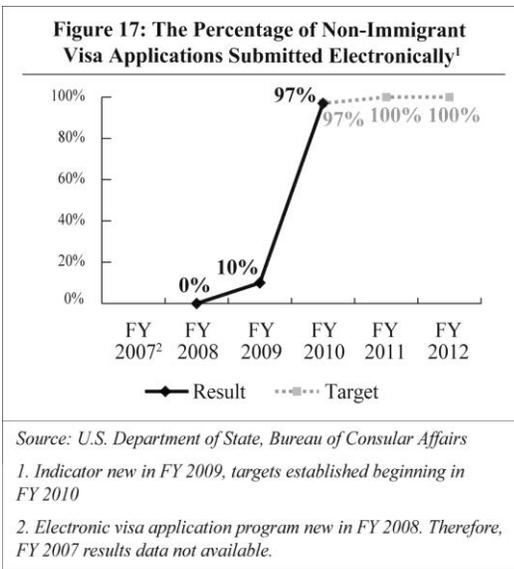
Strategic Priority: Security

FY 2012 Request: \$1.9B; 28% of SG7 Budget

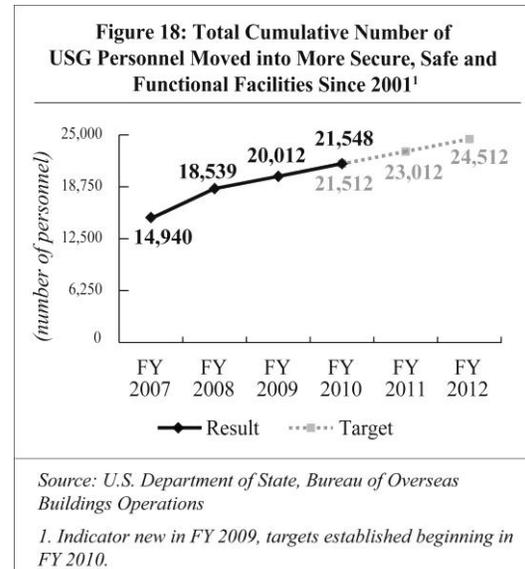
Strategic Priority: Facilities

FY 2012 Request: \$2.2B; 34% of SG7 Budget

Illustrative Indicator



Illustrative Indicator



PERFORMANCE OVERVIEW AND ANALYSIS

Performance Trends for Strategic Goal 7

(Table Key: Improved - Target not met, but performance improved over prior fiscal year.)

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Strategic Goal 7: Strengthening Consular and Management Capabilities							
Strategic Priority: Visa Services —Safeguard U.S. borders through vigilance in adjudicating visa applications while simultaneously facilitating legitimate travel.							
NEW APP INDICATOR: Conversion to web-based visa processing as measured by the percentage of Non-Immigrant Visa (NIV) applications submitted electronically and the percentage of Immigrant Visa (IV) applications submitted electronically (<i>indicator also featured under "Homeland Security" Strategic Priority</i>)	CA	0% (NIV) 0% (IV)	10% (NIV) 0% (IV)	97% (NIV) 0% (IV)	97% (NIV) 0% (IV) On Target	100% (NIV) 80% (IV)	100% (NIV) 100% (IV)
Strategic Priority: Passport Services —Provide American citizens with secure passports, delivered in a timely manner.							
Accuracy of the adjudication process as measured by the percentage of audited passport issuances found to have a high likelihood of Issuance in Error	CA	0.2%	0.2%	[Baseline Year]	Data Available Mid 2011	.15%	.1%
Percentage of passport applications processed within the targeted timeframe	CA	100%	98.9%	100%	100% On Target	100%	100%
Strategic Priority: American Citizen Services —Offer a broad range of appropriate services to U.S. citizens traveling or residing abroad, such as assistance in cases of death, illness, destitution, arrest, imprisonment, crime, and natural or human-made disasters.							
Customer satisfaction with quality of, and access to, reliable and relevant information on travel.state.gov as measured by the overall American Customer Satisfaction Index (ASCI) score (out of 100)	CA	—	—	[Baseline Year]	75 New Indicator No Rating	75	> 75
Strategic Priority: Human Resources —Recruit and sustain a high performing, well trained, and diverse work force aligned with mission requirements.							
Foreign Service Institute language training success rate as measured by the percentage of Department of State students in critical needs languages who attain skill objective	FSI	89%	80%	80%	88% Above Target	80%	80%
NEW APP INDICATOR: Percentage of overseas positions that are vacant	HR	—	15%	10%	16.7% Below Target	8%	6%
Vacancy rate for Civil Service positions	HR	—	9.8%	9%	8.5% Above Target	7%	6%

PERFORMANCE OVERVIEW AND ANALYSIS

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology)	HR	–	68.1%	70%	66% Below Target	70%	76%
Percent of medical reviews and clearances completed within 30 days	MED	–	81%	83%	86% Above Target	85%	87%
Strategic Priority: Information Technology — <i>Develop and maintain modern, secure, and high quality information technology systems and infrastructure.</i>							
NEW APP INDICATOR: Percentage of the Department’s 11 primary datacenters migrated, closed, or consolidated into 2 primary and 2 specialized data centers	IRM	–	–	[Baseline Year]	0% [Baseline] New Indicator No Rating	55%	66%
NEW APP INDICATOR: Meet increased computing demands and improve energy efficiency through an increased percentage of relevant Department servers virtualized and cloud computing efforts	IRM	–	–	[Baseline Year]	0% [Baseline] New Indicator No Rating	25%	40%
Percentage of major management systems integrated into the Enterprise Data Warehouse	ITCF	–	37.5%	50%	42% Improved	67.5%	70%
Strategic Priority: Diplomatic Security — <i>Safeguard personnel from physical harm and national security information from compromise.</i>							
Length of time (days) to complete 90 percent of background investigations, adjudications, and granting of personnel security clearances	DS	67	67	74	70 Above Target	74	74
Conformity of local guard, surveillance detection and residential security programs at Diplomatic Missions with overseas security policy board standards (12 FAH-6)	DS	Qualitative indicator. See DS chapter to view results and targets			On Target	Qualitative indicator See DS chapter to view results and targets	
Strategic Priority: Facilities — <i>Provide safe, secure, and functional work facilities for overseas and domestic personnel.</i>							
Key milestones for the modernization of the Harry S Truman Building	A	Qualitative indicator. See A chapter to view results and targets			Improved	Qualitative indicator See A chapter to view results and targets	
Status of Domestic Facility Greening at the Department of State	A	Qualitative indicator. See A chapter to view results and targets			Above Target	Qualitative indicator See A chapter to view results and targets	
Ratio of change between Cost/Seat and Rent, expressed as a factor	A	–	–	1 (or less)	.9 On Target	1 (or less)	1 (or less)

PERFORMANCE OVERVIEW AND ANALYSIS

Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
Average duration growth and cost growth for capital construction projects completed annually	ESCM	—	9% duration 14% cost	25% duration 5% cost	18% duration 18% cost Below Target	25% duration 5% cost	25% duration 5% cost
Total cumulative number of U.S. Government personnel moved into more secure, safe, and functional facilities since 2009	ESCM	18,539	20,012	21,512	21,548 On Target	23,012	24,512
Completion and timely submission of Post Annual Facility Condition Surveys (AFCS), Post Annual Inspection Summaries (AIS), preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects ¹ (1)	ESCM	—	89% AFCS 87% AIS	90% AFCS 90% AIS	80% AFCS 80% AIS Below Target	89% AFCS 89% AIS	89% AFCS 89% AIS
Strategic Priority: Planning and Accountability —Continuously improve financial performance and integrate budgeting with strategic and performance planning.							
Percentage of UN specialized agencies funded by the Contributions for International Organizations account that have demonstrated progress on 5 or more goals of the UN Transparency and Accountability Initiative	CIO	54%	72%	76%	91% Above Target	81%	100%
Percentage of recommendations resolved within the appropriate timeframe (6 months for inspections and 9 months for audits and evaluations)	OIG	87%	91%	82%	79% Below Target	85%	86%
Monetary benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines (in millions)	OIG	\$23	\$26.4	\$12.5	\$25.5 Above Target	\$17.8	\$19.0
Quality of ICASS system measured by: percentage of invoiced amounts received in first 90 days of fiscal year; average customer satisfaction rating for the Management Officer/Council Chair (MO/CC) workshops (out of 5); percentage of posts that receive an "A" on their ICASS Budget Scorecard	RM	95.6% 4.35 4.22%	95% 3.27 88.5%	95% 4.2 90%	99.9% 3.7 87% Improved	95% 4.2 95%	95% 4.2 95%
Agency Financial Report is issued on-time with an unqualified Statement of Assurance on Internal Controls Over Financial Reporting; financial statements achieve an unqualified audit opinion	RM	No	Yes	Yes	No Below Target	Yes	Yes

⁽¹⁾ The latter two measures are qualitative. See the ESCM chapter to view results and targets.

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Performance Indicator	CBJ Chpt	FY 2008 Result	FY 2009 Result	FY 2010 Target	FY 2010 Result and Rating	FY 2011 Target	FY 2012 Target
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	RM	68%	88%	75%	77% Above Target	80%	80%
Strategic Priority: Administrative Services -- <i>Deliver customer-oriented and innovating administrative and information services, acquisitions, and assistance</i>							
Cumulative variance from planned cost and schedule for the Integrated Logistics Management System	RM	–	-0.25%; -0.80%	Both less than +/- 5%	1.38%; - .04% On Target	Both less than +/- 5%	Both less than +/- 5%

PERFORMANCE OVERVIEW AND ANALYSIS

Budget Resources by Strategic Goal

The FY 2012 budget request for appropriations for all Department of State operations totals \$14.3 billion (not including fees) and includes resources to support the people, platforms, and programs required by the Department of State to carry out foreign policy, including key components of the Department's operations and infrastructure, as well as U.S. engagement abroad through public diplomacy and international organizations. The request reflects the Department's critical role as a national security institution and identifies resources required for diplomatic solutions to national security issues.

(\$ in thousands)

Strategic Goals	FY 2010 Actual	FY 2011 CR	FY 2012 Request
Appropriated Resources Allocated by Strategic Goal (1)	16,242,982	13,498,833	13,922,608
Achieving Peace and Security	4,632,719	4,064,248	3,898,644
Governing Justly and Democratically	820,834	692,499	684,088
Investing in People	457,397	366,220	373,091
Promoting Economic Growth and Prosperity	891,638	767,560	770,330
Providing Humanitarian Assistance	99,440	65,927	70,605
Promoting International Understanding	1,509,335	1,396,067	1,462,156
Strengthening Consular and Management Capabilities	7,831,619	6,146,312	6,663,694
Appropriated Resources Not Allocated by Strategic Goal (2)	481,746	410,146	390,133
Office of the Inspector General	105,600	56,000	65,154
International Commissions	142,834	142,834	120,778
Buying Power Maintenance	30,500	8,500	0
Foreign Service National Separation Liability Trust Fund Payment	43,912	43,912	45,301
Foreign Service Retirement & Disability Fund	158,900	158,900	158,900
Total Fee-Based Resources	1,810,783	2,182,682	2,290,112
Border Security Program Fees	1,582,662	1,989,552	2,084,982
IT Central Fund (Expedited Passport Fees)	161,500	127,000	139,000
Other Fees	66,621	66,130	66,130
Total Appropriated and Fee-Based Resources	18,535,511	16,091,661	16,602,853

(1) State Operations resources allocated by Strategic Goal include all appropriated funds. Fee-based funds are listed separately. FY 2010 Actual column includes funding for Overseas Contingency Operations (OCO). FY 2011 CR column and FY 2012 Request column exclude OCO funding.

(2) Resources for these accounts and offices are not allocated by Strategic Goal 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.

PERFORMANCE OVERVIEW AND ANALYSIS

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

Under the leadership of Secretary Clinton, the Department of State and USAID have developed a strategic approach to accomplishing their shared mission, focusing on robust diplomacy and development as central components to solving global problems. In FY 2011, the Department of State and USAID selected eight outcome-focused high priority performance goals (HPPGs) that reflected the Secretary's and USAID Administrator's highest priorities. These goals reflect the two agencies' strategic priorities and will continue to be of particular focus for the two agencies through FY 2012. The table below lists each HPPG by Strategic Goal.

At-A-Glance: High Priority Performance Goals (HPPGs)

Strategic Goal	FY 2011 High Priority Performance Goal
Achieving Peace and Security	<ul style="list-style-type: none"> • The Afghanistan and Pakistan priority goal is articulated in the Stabilization Strategy, February 2010. For more information, go to www.state.gov/documents/organization/135728.pdf • The Iraq priority goal is: A Sovereign, Stable, and Self-Reliant Iraq. • The Global Security – Nuclear Nonproliferation priority goal is: Improve global controls to prevent the spread of nuclear weapons and enable the secure, peaceful use of nuclear energy.
Governing Justly and Democratically	<ul style="list-style-type: none"> • The Democracy, Good Governance, and Human Rights priority goal is: Promote greater adherence to universal standards of human rights, strengthen democratic institutions, and facilitate accountable governance through diplomacy and assistance, by supporting activists in 14 authoritarian and closed societies and by providing training assistance to 120,000 civil society and government officials in 23 priority emerging and consolidating democracies between October 1, 2009 and September 30, 2011.
Investing in People	<ul style="list-style-type: none"> • The Global Health priority goal is: 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.
Promoting Economic Growth and Prosperity	<ul style="list-style-type: none"> • The Climate Change priority goal is: By the end of 2011, U.S. assistance will have supported the establishment of at least 12 work programs to support the development of Low Emission Development Strategies (LEDS) that contain concrete actions. This effort will lay the groundwork for at least 20 completed LEDS by the end of 2013 and meaningful reductions in national emissions trajectories through 2020. • The Food Security priority goal is: By 2011 up to five countries will demonstrate the necessary political commitment and implementation capacities to effectively launch implementation of comprehensive food security plans that will track progress towards the country's Millennium Development Goal (MDG1) to halve poverty and hunger by 2015.
Strengthening Consular and Management Capabilities	<ul style="list-style-type: none"> • The Management – Building Civilian Capacity priority goal is: 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 a summary of evaluations of Diplomatic, Management and Consular Programs, which are funded through the State Operations Budget, completed in Fiscal Year 2010.

The Global Peace Operations Initiative (GPOI) Capability Assessment

In FY 2010, the evaluation team of the Bureau of Political-Military Affairs Global Peace Operations Initiative (GPOI) implemented a capability assessment to determine the ability of GPOI partner countries to establish and strengthen their institutional infrastructure required to achieve and sustain peace support operations (PSO) self-sufficiency for military personnel. The evaluation team completed baseline assessments for all 58 GPOI partners using metrics for full operational capability (FOC) criteria which includes, but is not limited to: a dedicated trainer cadre; sufficient training facilities; and training programs of instruction, equipment and materials. Performance indicators for this assessment include increasing indigenous training capacity for GPOI partner countries as assessed annually, and determining the number of GPOI partners certified as meeting FOC criteria (target objective is to reach FOC in PSO training in 37 partner countries by the end of FY 2014).

U.S. Speaker and Specialists Program Evaluation

The Bureau of International Information Programs (IIP) U.S. Speaker and Specialist Program has promoted and facilitated dialogue between American experts and overseas audiences for more than 26 years. The objectives of the program are to advance national interests and enhance security by informing and influencing foreign publics, as well as to strengthen the relationship between the USG and citizens around the world. An evaluation to determine the efficacy and impact of the program was conducted from October 2009 through September 2010. Using a mixed methodology consisting of in-depth interviews, focus groups and online surveys, the study identified several opportunities to enhance the program's effectiveness. The evaluation maintains that, by adopting the following recommendations, the U.S. Speaker and Specialists Program will achieve the greatest return on its investment: a) conducting working sessions with Post staff to inform the development of compelling rhetoric to capture foreign audience interests; b) changing IIP's role from protocol-driven administrator to corporative partner with Posts, and c) making audiences the genesis of all programming decisions by taking into consideration the political, economic and cultural environments in which Posts are operating.

The Annual Consular Affairs Overseas Consular Staffing Assessment

The annual assessment is used to evaluate overseas consular staffing to determine personnel surpluses and deficiencies. The Executive Office of the Bureau of Consular Affairs (CA/EX) assesses overall staffing needs at all posts worldwide through a series of equations including staffing and workload data from the annual Consular Package; the difficulty factor of doing business at each post; and local, regional, and worldwide trends from previous consular data. CA/EX uses the assessment throughout the year to respond to personnel requests from posts, most importantly for the annual repositioning exercise in February, and for resource planning purposes. Over the past three fiscal years, CA/EX has abolished 50 positions at overstaffed posts and reestablished those 50 positions at understaffed posts (repositioning). In addition to the 50 repositioned positions, CA/EX has established 71 new fee-funded positions.

PERFORMANCE OVERVIEW AND ANALYSIS

Program Assessment Rating Tool (PART) Measures

Since the conclusion of the Program Assessment Rating Tool (PART) process, the Department of State has shifted to more outcome-oriented performance measurement and adopted a new set of criteria for developing and selecting performance measures for the Annual Performance Plan. The shift resulted in discontinuing most of the PART performance measures from Department performance reporting. Department leadership determined certain PART measures should be discontinued from the Annual Performance Plan because the measures no longer provided comprehensive performance measurement of progress on agency priorities. Some PART measures were narrow in scope, duplicative (of other indicators), or more appropriate for internal management purposes than the general public.

Table 1 below lists PART measures from State Operations funded programs that were discontinued from Department performance reporting. The Department continues to report on seven PART measures that are listed in Table 2 below and included in the *Summary of Performance Indicators and Resource Supporting Strategic Goals* table of this chapter.

TABLE 1: DISCONTINUED PART MEASURES FOR STATE OPERATIONS FUNDED PROGRAMS

PROGRAM	MEASURE TITLE
Capital Security Construction Program	Ratio construction management costs to Long Range Overseas Buildings Plan construction project costs over \$25M
	Number of Capital Security Construction Projects to be completed during each fiscal year as based on established timeframes pertaining to the size and scope of the capital project
	Number of building sites acquired for capital security construction projects in accordance with the Long-Range Overseas Buildings Plan (LROBP)
	Number of new capital security construction projects awarded
	Percent of capital security construction projects completed within the schedule authorized in the construction contracts
	Percent of capital security construction projects completed within the approved construction budget
Contribution to the United Nations Children's Fund and Other Programs	Number of countries that have ratified or acceded to the "Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict"
	Estimated total measles deaths globally 2007
	Number of HIV infected children receiving Antiretroviral Therapy (ART) globally
	Number of countries reporting on having achieved over 70% coverage for each of two rounds of vitamin A supplementation/annually
	UNICEF's Management, Administration and Program Support costs as % of total budget
Contribution to the United Nations Development Programme	"Operational Support Costs" as a Percentage of Total Costs
	Increased capacity for democratic governance in countries where UNDP is working (Percentage of countries where annual targets were fully achieved out of the total number of countries where UNDP provided support for democratic governance goal)
	Percentage of countries where annual targets were fully achieved out of total number of countries where UNDP provides support for public administration reform and anti-corruption
	Achievement of annual milestones toward private sector development

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PROGRAM	MEASURE TITLE
Contribution to the United Nations Development Programme (UNDP)	Increased capacity for crisis prevention and recovery in countries where UNDP is working Number of countries that reported achievement of targets set in the area of crisis prevention and recovery over the total number of countries in which UNDP is active in this area
	Percentage of countries where annual outcome targets were fully or partially achieved out of the total number of countries where UNDP provides support to building capacity of national partners to manage and reduce risk of natural disasters
	Percentage of countries where annual outcome targets were fully or partially achieved out of the total number of countries where UNDP provides support to post-conflict recovery through promoting sustainable livelihoods and reintegration programs
Contributions For International Peacekeeping Activities	Total assessed UN peacekeeping mission expenditures divided by the total UN peacekeeping mission staff (The ratio of total mission costs divided by number of staff)
	Five UN peacekeeping operations existing in FY 02 (baseline) will be closed by FY 07
	Percentage of missions that meet mandate targets
Contributions to International Fisheries Commissions	Number of multilateral regional fisheries management organizations implementing comprehensive schemes to improve compliance with conservation and management measures by both members and non-members
	Level of ratification and subsequent implementation of the comprehensive sea turtle bycatch provisions of the Inter-American Sea Turtle Convention (IAC) and Indian Ocean Sea Turtle MOU (IOSEA MOU)
	Estimated parasitic sea lamprey abundance in all Great Lakes as a percentage of the maximum target level that would allow for healthy fish populations 100% is the ideal (%)
Contributions to International Organizations	UN: Average Percentage of Voting Coincidence (including Consensus) for UN General Assembly Resolutions Designated as Important by the U.S.
	Per Page Cost of UN Documentation (1 Page In Six Languages)
	Percentage Implementation Rate for Critical Office of Internal Oversight Services (OIOS) Recommendations
	Average Political Freedom Score and Civil Liberties Scores for Member Countries on the UN Human Rights Council as rated by Freedom House, compared to results from previous year (Scale: 1=best, 7=worst)
	Number of Days for Office for the Coordination of Humanitarian Affairs (OCHA) to Complete Initial Assessment
	Percentage of UN Workforce (positions subject to geographic distribution) that is American
	FAO: Status of the Independent External Evaluation of FAO and Maintenance of Budget Discipline through Prioritization among Programs
	Streamlining of Administrative and Financial Processes to Achieve Efficiency Gains
	FAO Standard-setting Activities: Status of Codex Alimentarius Strategic Plan and Procedure Manual, and Status of International Plant Protection Convention (IPPC) Standards and Guidance on National Frameworks
	FAO: Percentage of FAO Workforce (positions subject to geographic distribution) that is American
	Capacity of WHO's (World Health Organization) International Health Regulations (IHRs) to improve global public health preparedness to disease outbreaks through timely reporting of and response to Public Health Emergencies of International Concern (PHEIC)
	Status of WHO Management and Administrative Reforms
	WHO: Tuberculosis Treatment Rate (%) (World-wide)
	WHO: Number of Countries and Areas Reporting Polio

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PROGRAM	MEASURE TITLE
Contributions to International Organizations	Percentage of WHO workforce (positions subject to geographical distribution) that is American
	WHO: Capacity of WHO to improve global public health preparedness and combat avian and pandemic influenza
	OECD: Number of Non-European Countries Negotiating Accession
	OECD: Management, Administration and Program Support Costs as % of Total Budget
	OECD: Number of Additional Non-Member Country Programs
Contributions to the International Atomic Energy Agency (IAEA)	Ratio of IAEA Management costs to Program costs
	Credible assurances to the International community that states are honoring their safeguard obligations
	Number of countries that have Safeguards and Additional Protocols in force
	Global acceptance of international safety standards
	Number of countries that have agreed to the Code of Conduct on the Safety and Security of Radioactive Sources
Educational and Cultural Exchange Programs in Near East Asia and South Asia	Percent of Administrative Costs in relation to Program Costs (Administrative Efficiency)
	Percentage of exchange participants who initiate or implement a positive change in their organization or community within five years of their exchange, based on knowledge gained from their exchange
	The number of foreign exchange participants by region to reflect current U.S. foreign policy objectives commensurate with funding Percentage annual increase over FY 2002 Baseline
	Percentage of exchange participants who express satisfaction with the exchange experience based on an average of several program factors: 1) administration; 2) content quality; 3) range of experiences; and 4) relevance of program to professional or academic field
	The percent of private sector, foreign, and other U.S. Government funds generated for ECA programs on an annual basis
Foreign Service Institute (FSI)	Percentage of students in Critical Needs Languages Attaining Skill Objectives Within designed timeframes (Note: state to provide prior year data)
	Satisfaction with FSI Training Overall : Percent of responses indicating "Satisfied" or "Very Satisfied" on the annual FSI Training Survey
	Increased preparedness, knowledge and skills of foreign affairs personnel as a result of expanded use of FSI's Learning Management System and distance learning
	Increase in Foreign Affairs distance Learning Products
	FSI Cost Per Student Trained/enrollment
	FSI IT Training Satisfaction Rate: Employee and supervisor satisfaction with IT training received
	Development of training curriculum to support the Office of the Coordinator for Reconstruction and Stabilization (Active Response Corps and Operational Readiness Reserve)
Global Educational and Cultural Exchanges	Ratio of Administrative Costs in Relation to Program Costs (Administrative Efficiency)
	Percentage of exchange participants who report a more favorable view of the people of the United States within one year after their exchange experience
	Percentage of exchange participants who initiate or implement a positive change in their organization or community within five years of their exchange, based on knowledge gained from their exchange
	Percentage of participants who establish or continue professional collaborations more than five years after their exchange experience
	The number of foreign exchange participants by region

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PROGRAM	MEASURE TITLE
Global Educational and Cultural Exchanges	Percentage of exchange participants who express satisfaction with the exchange experience based on an average of several program factors: 1) administration; 2) content quality; 3) range of experiences; and 4) relevance of program to professional or academic field
	The percent of private sector, foreign, and other U.S. Government funds generated for ECA programs on an annual basis
Interagency Cooperative Administrative Support Services (ICASS)	Per capita growth annual percentage increase
	Ratio of ICASS customer DH Americans to Service Provider DH Americans
	Percent of micro purchases using ICASS purchase card
	Percent of posts scoring 4.0 or greater on overall satisfaction with ICASS services on the annual Global Customer Service Survey
	Percent of posts scoring 4.0 or greater on satisfaction with Procurement services on the annual ICASS Global Customer Service Survey
	Percent of posts that have conducted outsourcing alternatives analysis for all feasible cost centers / activities
International Boundary and Water Commission (IBWC)	Percentage of boundary demarcation receiving maintenance and enhancement along the US-Mexico land boundary and at international bridges and ports of entry
	Percentage of Lower Valley residents who will be protected from potential flooding by the rehabilitation and reconstruction of IBWC-maintained levees and floodways in the international segment of the Rio Grande
	Percent reduction in expenditures for replacement of heavy equipment resulting from sharing equipment among field offices and renting equipment for special needs vs. new purchases
	Level of compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements and Clean Water Act standards
	Number of water samples collected and analyzed along the international section of the Rio Grande
	Percentage of recommendations made to USIBWC in the safety of dams inspections that are implemented within each five-year period
International Information Programs (IIP)	Operational Support Costs as a Percentage of Total Costs
	Percentage of key audience members with a better understanding of specific U.S. policy, society and values after using/attending IIP products/programs on that subject
	User satisfaction scores for IIP websites
	User satisfaction scores for IIP publications
	Audience reached through IIP websites
	The number of key audience members attending IIP speaker programs
Non-Security Embassy Construction Program	Ratio construction management costs to Long Range Overseas Buildings Plan construction project costs over \$25M
	Number of regular capital construction projects completed (within construction timeframes) following construction contract awards as scheduled in the Long-Range Overseas Buildings Plan
	New building sites acquired for regular/asset management capital construction projects
	Number of regular/asset management capital construction projects awarded IAW the LROBP The number of projects is based on OMB and Congressional approval of specific projects and the cost associated with each project There are years where no projects are approved and therefore no funding is appropriated for this program
	Complete regular/asset management capital construction projects within the approved construction budget
	Complete regular/asset management capital construction projects within the schedule authorized in the construction contract

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PROGRAM	MEASURE TITLE
Protection of Foreign Missions and Officials	The average number of days elapsed between the initial Impact Aid discretionary construction award and the LEAs' awarding of contracts
	The percentage of schools in LEAs receiving Impact Aid Construction funds that report the overall condition of their school buildings is adequate
	The percentage of all Impact Aid formula construction payments made by July 31
Public Diplomacy	Program Funds as a Percentage of the Total Public Diplomacy Budget
	Key audience reached through exchange programs -- number of foreign participants
	Audience reach through interactive alumni website
	Audience reach through mission outreach activities
	Timeliness of U.S. Government response to negative foreign media regarding U.S. foreign policy issues
	Consistency of U.S. Government response and messaging to negative foreign media regarding U.S. foreign policy issues
	Accurate/favorable portrayals of U.S. policies in key foreign media (i.e. print, radio, web, TV) outlets
	Reduction in level of anti-American sentiment among key foreign audiences
	User satisfaction Scores of U.S. Embassy Web Sites
	Audience with an improved or increased understanding of U.S. policies, society and values
	Incorporation of U.S. sponsored information materials into key local institutions in host country
	Program participant (key/target audience) satisfaction scores of public diplomacy programs and public outreach activities
	Favorability rating of U.S. society, values, and policies among key Public Diplomacy foreign audiences
	Editorial and opinion commentary support for U.S. policies and positions
US Embassy Compound Security Upgrades	Number of major Compound Security Upgrade Program (CSUP) projects completed at overseas posts
	Number of posts receiving forced-entry/ballistic-resistant (FE/BR) door and window installation projects (starts/completions)
	Implement improvements to forced-entry/ballistic-resistant (FE/BR) products by developing a comprehensive database of installed products, measuring mean-times-to-repair and failure, and analyzing probable causes of inadequacies
	Percentage reduction in forced-entry/ballistic-resistant (FE/BR) product installation labor costs
	Percent of design reviews completed within 17 calendar days of submission
	Ensure that 100% of the completed and in-progress security upgrade projects are within or ahead of schedule
	Ensure that 100% of completed and in-progress security upgrade projects are within the authorized budgets
	Percentage reduction in time to prepare Project Analysis Packages (PAPs) for Compound Security Upgrade Program projects
Visa and Consular Services	Number of days between receipt of routine passport application by Passport Services and issuance of a passport
	Development of a biometric visa program for the United States. Includes continuation of the Border Crossing Card and analysis of facial recognition technology Future years work towards full implementation of the biovisa program including implementation of a pilot and the development of new technologies, modes of screening and the addition of other biometrics to travel documents

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PROGRAM	MEASURE TITLE
	Development of a biometric collection program for U.S. Passports Baseline included initial discussions within the U.S. and with the international community to determine if ok to include biometrics in passports Future years included development of a chip to hold the digitized information, the development of software, procurement, beta testing and then the phasing in of the production of new biometric passports In FY 2007, new more robust technologies will be added to the passport
	Number of Consular Management Assessment Team (CMAT) assessments
Worldwide Security Upgrades	Number and percentage of staff/time needed to complete background investigation cases Targets measure the number of staff needed to complete a certain percentage of the applicant cases over a certain number of days
	The percentage of security countermeasures projects completed
	Number of posts provided with chemical/biological countermeasures equipment, first responder and escape mask training Includes both domestic and overseas employees and training

TABLE 2: REPORTED PART MEASURES FOR STATE OPERATIONS FUNDED PROGRAMS

PROGRAM	MEASURE TITLE
Economic Support Fund for Africa	Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports
Global Educational and Cultural Exchanges	Percentage of participants who increased or changed their understanding of the United States immediately following their program
Foreign Service Institute	Foreign Service Institute language training success rate as measured by the percentage of State students in critical needs languages who attain skill objective
International Information Programs (IIP)	Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IIP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community.
	Percentage of foreign audience members with a better understanding of U.S. policy, society and values after exposure to IIP products, programs, and activities
Non-Security Embassy Construction Program	Average duration and cost growth for capital construction projects completed annually

The U.S. Government Accountability Office High Risk List

Since 1990, the U.S. Government Accountability Office (GAO) has periodically reported on USG 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 currently has no programs or projects on the GAO High Risk List for the Fiscal Year ending September 30, 2010.