

**DIPLOMATIC AND CONSULAR PROGRAMS
DIPLOMATIC POLICY AND SUPPORT**

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BUREAU OF ADMINISTRATION

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	707	707	707	0
Enduring Funds	421,220	406,184	405,834	(15,386)

The FY 2014 Request continues the Department’s Consular Realignment Initiative. Bureau specific consular costs have been shifted to the Border Security Program (BSP) and will be funded with consular fees.

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The mission of the Bureau of Administration (A) is to provide effective and efficient global operational support for the people and programs of U.S. diplomacy.

With partners and customers at every post and agency represented overseas, the A Bureau provides management operations within the Department and across agencies. The Bureau manages the Department’s global supply chain including transportation of goods, diplomatic pouches and mail, and acquisition of goods and services, from offices in several U.S. and foreign locations. The Bureau joined in collaborative leadership with the Department of Defense (DOD), the General Services Administration (GSA), and other agencies to streamline overseas logistics. An interagency agreement allows the Bureau to manage shipments for military personnel assigned to overseas missions. The Bureau provides shipping services for multiple government agencies.

The A Bureau develops and maintains the Department’s domestic real property assets, providing well-managed, energy efficient, sustainable, secure, safe and functional space for the Department’s domestic workforce that provides the platform supporting the Department’s overseas activities. Through the Strategic Housing Plan, the Bureau coordinates leasing and other real estate activities to align space with Department needs. The Bureau provides a wide range of administrative and facilities services for domestic offices, including the transformation of the Harry S Truman (HST) building from a 1960s-era facility into a modern, energy efficient home for diplomacy. The Bureau manages the Department’s Greening Diplomacy Initiative (GDI) for domestic facilities and implements relevant sections of the Department’s Sustainability Plan.

The Bureau provides essential services, including online information sources, to government agencies, overseas posts, and a global public customer base. The program establishing allowance and differential rates serves government as well as private sector employers who often use the DOS differentials in their own compensation plans. The overseas schools program supports and guides 195 international schools that benefit government employees and their families. Oversight of commissary and recreation associations at 135 posts is equally essential. The Bureau supports the President and Secretary directly through interpreting and translation services and Presidential/Vice-Presidential travel support programs. The A Bureau provides the platform for domestic emergency management planning and preparedness, strengthens employee emergency response awareness, and manages the Department’s Mission Critical Team (MCT) process.

The A Bureau’s activities directly contribute to the strategic goal, “Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally.” The Bureau provides

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procurement policy as well as workforce analysis for domestic direct-hire and contract personnel. In accordance with the Quadrennial Diplomacy and Development Review (QDDR), the Bureau implemented several changes to improve contract oversight, including incorporating contract administration as a performance factor in Contracting Officer Representative appraisals and requiring Assistant Secretary verification that adequate contract administration support is available for all service contracts over \$25 million in annual expenditures.

The A Bureau also supports the strategic goal, “Effectively manage transitions in the frontline states,” through its co-leadership of the Department’s transitioning of DOD support in Afghanistan to the Department of State and its continuing support through the Iraq transition.

The A Bureau has implemented cost reduction and efficiency measures and is identifying additional opportunities to promote efficient and effective spending in accordance with the President’s Accountable Government Initiative. To contain office building costs and achieve Sustainability Plan goals, the Bureau is optimizing space utilization, reducing water usage, and incorporating energy efficient buildings into the Department’s domestic office inventory. The A Bureau is also reducing travel and transportation, supply requirements, printing and reproduction costs, and management support contract costs within its offices. The Bureau continues to develop and implement standardized, integrated, state-of-the-art technology systems to support critical requirements for expanded E-Government, improved financial performance, budget and performance integration, and strategic sourcing.

To provide a viable platform for the diplomatic component of smart power, the Bureau provides and maintains energy efficient, sustainable, secure, safe, and functional facilities in the United States and overseas for both State employees and those of other agencies. In FY 2012, the A Bureau made great strides in support of the Department’s sustainability goals. As of the end of FY 2012, 44 percent of the domestic real estate portfolio has been certified by independent parties (e.g., LEED, Green Globes, Energy Star) as sustainable and/or energy efficient, more than twice the goal established by the Office of Management and Budget and the Council of Environmental Quality for the Department. A performance indicator on “Third-Party Sustainable Building Certification for Domestic Owned and Delegated Facilities (LEED or CIEB, Energy Star or equivalent”) can be accessed here:

<http://www.state.gov/documents/organization/203416.pdf>.

Performance

The Harry S Truman (HST) modernization project is the primary component of the Foggy Bottom Modernization/Consolidation plan and was established in partnership with the General Services Administration (GSA). This effort was born of necessity, given the age of the building’s two components (built in 1939 and 1960, respectively) and the growing deficiencies and complexities associated with its electrical, heating, ventilation, air conditioning and related infrastructure requirements. The project is essential to the Department’s ability to provide a secure, safe and functional facility so that the Department’s headquarters personnel can perform their mission.

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Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally					
Strategic Priority	Facilities				
Active Performance Indicator	Key milestones for the modernization of the Harry S Truman Building.				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
◄► On Target	◄► On Target	◄► On Target	◄► Improved But Not Met	◄► Improved But Not Met	▼ Below Target
TARGETS AND RESULTS					
FY 2014 Target	<ul style="list-style-type: none"> • Vacate 100 percent of Phase 1C • Award to construction Phase 1C Demolition, Hardening, Shell, Core, and Tenant Improvements • Complete Perimeter Security Improvements design for C and D Streets and award to construction • Complete Perimeter Security Improvements design for 21st Street, 22nd Street and 23rd Street and award to construction • Prospectus approval for HST Phase II Renovation • Initiate Architect/Engineer selection for HST Phase II design 				
FY 2013 Target	<ul style="list-style-type: none"> • Complete relocation of the Phase 1C tenants who are moving to Phase 1B. • Complete last phases of the Cafeteria renovation • Vacate 80 percent of Phase 1C • Revise Phase 1C Perimeter Hardening documents to comply with the D.C. Department of Transportation (DDOT) setback changes • Complete Perimeter Security Environmental Assessment Revisions and 95 percent C&D Street Design. 				
FY 2012 Target	<ul style="list-style-type: none"> • Complete construction of Phase 1B Bid Package #3/4 Shell/Core/Tenant build-out • Complete 8 of 10 phases of the Cafeteria Renovation. • Complete design contract documents for Phase 1C Shell, Core, and Tenant Improvements. • Revise 65 percent design of Perimeter Security Improvements for C & D Streets 				
FY 2012 Rating and Result	<p>Rating: Below Target</p> <p>Phase 1B office space has been substantially completed, but only 4 of the 8 targeted FY 2012 phases of the Cafeteria are complete. Phase 1C design contract documents are 95% complete, but are being revised to accommodate results of an agreement with DC Government reducing the west setback and affecting the Phase 1C perimeter hardening design. The 65% Perimeter Security design for C & D streets was delayed to incorporate the results of the agreement with DC Government, incorporate comments from approving agencies and to combine with the design of 21st Street, 22nd Street and 23rd Street.</p>				
Impact	<p>Only 4 of 8 phases completed, there was no significant impact since the main Servery and Dining area were completed for employee and visitor use; remaining phases are in the kitchen area out of public sight. Phase 1C 100% documents and Perimeter Security 65% documents were delayed, but a GSA funding delay to FY14 provided float time, avoiding impact to the phase 1C overall construction schedule.</p>				

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Steps to Improve	GSA and DOS teams, working with the contractor, have combined the remaining 6 phases into 2 phases while maintaining cafeteria operations and resulting in a more timely completion. Design contract packages and design submissions for Phase 1C and perimeter security Improvements are being reduced to comply with the overall completion schedules.
FY 2011 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • The 50 percent construction of Phase 1B Bid Package #3/4 Shell/Core/Tenant build-out and Cafeteria has been completed. • The design of Perimeter Security Improvements for C & D Streets remains at 65 percent due to unexpected complications with completion of the Environmental Assessment and resolution of issues with the DC Department of Transportation and the National Academy of Sciences. • The design of Phase 1C Demolition/Perimeter Hardening was completed. • The design of Phase 1C Space Plan was 90 percent completed and 50 percent of the Shell, Core, and Tenant Improvements design was completed.
FY 2010 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • Bid Package #2 installation of blast resistant windows completed • Phase 1B Bid Package #3/4 tenant build-out construction and cafeteria contract is not yet 15 percent complete, since it was awarded and started later than planned due to additional time required for security clearance approvals of the selected contractor who is new to the Department of State. • 65 percent Perimeter Security Improvements design was completed, but Final Environmental Assessment is slightly behind schedule, due to unexpected additional comments from the D.C. Department of Transportation and the National Academy of Sciences. • Design of Phase 1C Renovation was initiated and is already 35 percent complete.
FY 2009 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Bid Package #1 Demolition/Abatement completed. • Phase 1B Bid Package #2 installation of blast resistant windows is 58 percent complete. • Design of Bid Package #3/4 for tenant build-out construction was completed October 19, 2009 and is being reviewed. • Draft Environmental Assessment for Perimeter Security Improvements to C and D Street completed.
FY 2008 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Bid Package #1 Demolition/Abatement is at 78% completion. • The design for Phase 1B Bid Package #2 Wall Hardening and Blast Resistant Windows was completed in July 2008. • The conceptual design for the 22nd Street Perimeter Security Improvements has been completed and forwarded to the District of Columbia and neighboring agencies to resume the design of the project.
FY 2007 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Phase 1B Architect/Engineer contract was awarded, security clearances received and design started April 10, 2007. • 35 percent design for Phase I and II Perimeter Security Improvements completed. • Nuclear Risk Reduction Center (NRRC) renovation completed and occupied in spring 2007. • Phase 1B Demolition documents completed, Housing Plan and Space Planning started.

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VERIFICATION AND VALIDATION	
Methodology	Performance results are determined by reviews and updates during regular design progress meetings, weekly construction progress meetings, weekly project tracking meetings and weekly activity reports. These are supplemented by inspection reports for construction in place, which serve as justification for progress payment review and approval.
Data Source and Quality	The GSA provides progress and weekly activity reports, construction and occupancy schedules, progress meeting minutes, management plans, and completed activities. The reports provide accurate information with a high degree of confidence and reliability. The Data Quality Assessment revealed no significant data limitations.

Justification of Request

The Bureau's FY 2014 request of \$405.8 million represents a net decrease of \$15.4 million compared to the FY 2012 Actual level. This request includes \$4.4 million for current services adjustments, of which \$3.5 million is rent adjustments and \$872,000 is the cost of living adjustment. The Bureau has absorbed domestic and overseas inflationary adjustments. The request also includes a reduction of \$4.7 million to reflect the realignment of consular costs for the facility and maintenance requirements at the Portsmouth facility. These costs will be funded from Border Security Program fees.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos	Bureau	American	Funds
	CS	FS Dom	Overseas		Total	Managed	Salaries	Total
FY 2012 Actual	673	33	1	0	707	340,140	81,080	421,220
FY 2013 Estimate	673	33	1	0	707	325,104	81,080	406,184
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(2,557)	0	(2,557)
American COLA	0	0	0	0	0	103	769	872
Domestic Inflation	0	0	0	0	0	2,557	0	2,557
GSA Rents	0	0	0	0	0	3,504	0	3,504
Total Built-in Changes	0	0	0	0	0	3,607	769	4,376
FY 2014 Current Services	673	33	1	0	707	328,711	81,849	410,560
FY 2014 Program Changes								
Consular realignment - shift to BSP fees	0	0	0	0	0	(4,726)	0	(4,726)
Total Program Changes	0	0	0	0	0	(4,726)	0	(4,726)
FY 2014 Request	673	33	1	0	707	323,985	81,849	405,834

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Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Administration (A)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Commercial Services Management Office	3	0	1,423	3	0	1,434	3	0	1,438	0	0	15
Dep. Asst. Secretary for Global Information Services	8	0	1,505	8	0	1,511	8	0	1,521	0	0	16
Deputy Assistant Secretary for Logistics Management	9	0	2,268	9	0	2,280	9	0	2,291	0	0	23
Deputy Assistant Secretary for Operations	12	0	1,625	12	0	1,627	12	0	1,640	0	0	15
Directives	14	0	2,613	14	0	2,624	14	0	2,640	0	0	27
Executive Office	98	0	21,449	98	0	21,556	98	0	21,670	0	0	221
GSA & Other Rents Management	0	0	157,385	0	0	172,492	0	0	175,996	0	0	18,611
General Services Management	33	0	7,973	33	0	8,017	33	0	8,055	0	0	82
Information Program Services	169	0	46,337	169	0	46,624	169	0	46,826	0	0	489
Office of Allowances	15	0	1,989	15	0	1,992	15	0	2,008	0	0	19
Office of Emergency Management	7	0	1,120	7	0	803	7	0	811	0	0	(309)
Office of Facilities Management Services	73	0	48,759	73	0	49,189	73	0	44,571	0	0	(4,188)
Office of Language Services	55	0	7,333	55	0	7,344	55	0	7,405	0	0	72
Office of Overseas Schools	14	0	7,078	14	0	7,136	14	0	7,154	0	0	76
Office of Real Property Management	39	0	42,447	39	0	11,087	39	0	11,133	0	0	(31,314)
Office of Small and Disadvantaged Business Utilization	6	0	930	6	0	932	6	0	939	0	0	9
Office of the Assistant Secretary for Administration	9	0	1,117	9	0	1,118	9	0	1,128	0	0	11
Office of the Procurement Executive	28	0	4,442	28	0	4,455	28	0	4,485	0	0	43
Operations Management	27	0	14,172	27	0	14,290	27	0	14,327	0	0	155
Policy and Program Management	78	0	41,817	78	0	42,167	78	0	42,275	0	0	458
Presidential-Vice Presidential Travel Support	10	0	7,438	10	0	7,506	10	0	7,521	0	0	83
Total	707	0	421,220	707	0	406,184	707	0	405,834	0	0	(15,386)

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Funds by Object Class

(\$ in thousands)

Bureau of Administration (A)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	72,452	72,045	72,725	273
1200 Personnel Benefits	18,752	18,711	18,903	151
2100 Travel & Trans of Persons	8,670	8,287	8,287	(383)
2200 Transportation of Things	940	898	898	(42)
2300 Rents, Comm & Utilities	180,163	180,163	183,667	3,504
2400 Printing & Reproduction	1,072	1,025	1,025	(47)
2500 Other Services	127,235	113,647	108,921	(18,314)
2600 Supplies and Materials	3,573	3,415	3,415	(158)
3100 Personal Property	7,778	7,434	7,434	(344)
4100 Grants, Subsidies & Contributions	161	154	154	(7)
4200 Insurance Claims & Indemnities	424	405	405	(19)
Total	421,220	406,184	405,834	(15,386)

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ARMS CONTROL, VERIFICATION AND COMPLIANCE

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	141	141	140	(1)
Enduring Funds	32,062	31,270	31,518	(544)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Arms Control, Verification and Compliance (AVC) is tasked with increasing American security and prosperity through the negotiation and implementation of arms control, disarmament and verification agreements around the world. AVC's efforts are focused on implementing the national security guidance in the President's April 2009 Prague Speech, the National Security Strategy of 2010, the Nuclear Posture Review of 2010, the Quadrennial Diplomacy and Development Review of 2010 and the FY 2012-2013 Joint State-USAID Strategic Goals and Priorities. Goal Number 1 of the Joint Strategic Goals focuses on countering threats to the United States and the international order, and states, "We will continue to support and promote arms control and nonproliferation agreements that protect America and our allies."

AVC's focus is to develop, secure agreement to, and lead the implementation of weapons of mass destruction (WMD) arms control, disarmament, transparency, and cooperative agreements and arrangements that protect the United States, its allies and friends, prevent or thwart proliferation of nuclear and other WMD and their delivery systems, and move the international community closer toward the President's vision of a stable and secure world without nuclear weapons and other WMD.

In FY 2014, AVC's highest priority will continue to be to develop, secure agreement to, and lead the implementation of arms control, transparency, and disarmament agreements and cooperative arrangements, including for European security and missile defense, that protect the United States, allies and friends, and reduce, prevent or thwart the spread of nuclear and other WMD and their delivery systems.

Nuclear Arms Reduction and Transparency Measures: AVC will continue to focus on effective implementation of the New Strategic Arms Reduction Treaty, and on identifying a framework for deeper bilateral nuclear reductions (that include strategic, non-strategic, deployed and non-deployed nuclear weapons) as well as consideration of measures to enhance transparency into non-deployed nuclear weapon inventories. AVC will closely engage with NATO allies to develop a framework for arms control negotiations that ensures allied security while addressing the disparity between the nonstrategic nuclear weapons stockpiles of Russia and the United States. A second priority is to intensify and regularize multilateral engagement with the Permanent 5 Members of the UN Security Council (P-5). AVC's objectives are to strengthen mutual confidence and transparency regarding respective nuclear capabilities, to develop a common lexicon that explains nuclear terminologies, and to identify pathways to resolve verification challenges attendant to next steps in nuclear disarmament. AVC anticipates a period of intensive diplomatic negotiations and policy development to build confidence that a more robust framework for collaboration has the potential to strengthen and enhance global strategic stability. AVC will also deepen its engagement with countries beyond the P-5 to reassure them of deterrence and to elicit their support.

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Global Arms Control Benchmarks: AVC will continue its efforts to establish global benchmarks toward a world without nuclear weapons and ensure that the expansion of nuclear weapons capabilities is halted and reversed through international arms control agreements. Specific long-term outcomes include: 1) entry into force of the Comprehensive Nuclear-Test-Ban Treaty; and 2) negotiation, ratification and entry into force of an effectively verifiable Fissile Material Cutoff Treaty.

Strengthening European Security: AVC will continue efforts to resolve the differences that have weakened the arms control framework in Europe and will work with Russia and other partners to strengthen the existing architecture to be responsive to the 21st Century threats confronting Europe. These activities will require continuing intensive engagement to identify possible compromises that take into account the differing security perspectives of those involved. AVC will work closely with its European allies and partners to respond to security challenges outside of Europe.

Expanding Missile Defense Cooperation: AVC will build on the successful efforts to implement missile defense cooperation among NATO countries and will continue to work on missile defense cooperation with Russia. AVC will also continue to encourage the placement of operational capabilities in Asia and the Middle East and deepen its outreach to increase understanding of relevant national and strategic issues and set realistic expectations for missile defense capabilities.

Other Transparency Efforts: In order to further the security of the United States, AVC allies and partners will seek to develop other transparency and/or disarmament efforts. AVC will seek practical measures to strengthen implementation of the Biological Weapons Convention, such as the Bio-Transparency Initiatives announced by former Secretary Clinton at the December 2011 Biological Weapons Convention Review Conference. The Chemical Weapons Convention's (CWC) Third Review Conference in April 2013 will provide an opportunity to strengthen the implementation of the CWC, including improved verification capabilities and the evolution of its mission toward enhanced nonproliferation. AVC will also seek to develop and implement bilateral and multilateral pragmatic Transparency and Confidence Building Measures that encourage responsible actions in, and the peaceful use of space.

Verification R&D Investments: AVC will continue to expand understanding and support for the requirement to identify new technologies and approaches and new ways of using existing technologies and approaches to advance arms control, verification and compliance efforts. In FY 2014 AVC will use funding to: 1) leverage AVC's Key Verification Assets Fund (V-Fund) to ensure that Department verification and transparency requirements are fully reflected in the R&D programs of other departments and agencies; and 2) support the establishment of R&D programs by other agencies to close the detection and verification gaps identified in the Bureau's Verification Technology Research and Development Needs Document, and, to the extent that program results are available, their incorporation into relevant policies, agreements, and commitments.

Assessments of Compliance: The compliance of other countries with agreements and commitments fundamentally affects the degree to which those agreements meet U.S. security needs, in addition to U.S. allies. AVC will focus on rigorous implementation of existing vehicles for holding countries accountable for their actions. Consistent with the high priority placed on compliance with arms control, nonproliferation, and disarmament agreements, AVC will ensure that appropriate verification requirements and capabilities are fully considered and properly integrated throughout the development, negotiation, and implementation of arms control, nonproliferation, and disarmament agreements and commitments, and that other countries' compliance is carefully monitored, rigorously assessed, appropriately reported, and resolutely enforced. As the President stated in 2009, "Rules must be binding. Violations must be punished. Words must mean something." AVC will seek to close known gaps in U.S. detection and monitoring capabilities. AVC will also work with other countries to enhance confidence

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that win-win solutions are feasible and to identify pathways to overcome longstanding disparities and geostrategic differences.

Enhanced Notification Regimes: AVC will continue to support the capabilities of the Nuclear Risk Reduction Center (NRRC) to provide timely notifications. AVC will continue to expand the uses of the NRRC to implement novel arms control, verification, transparency, and confidence-building efforts, such as cyber-security notifications. To ensure ongoing mission success, the information technology systems supporting the NRRC must remain secure and reliable.

Performance

The Department's priority goal in the nuclear arena is implementation of concrete steps toward a world without nuclear weapons. Part of the foundation required to achieve that end is enhanced confidence and transparency among the Permanent 5 Members of the UN Security Council (P-5) and other states. U.S. engagement with Russia and the other P-5 states (UK, France, and China) involves finding common ground and agreeing on the scope and type of follow-on steps to pursue. The indicator below and the identified target for 2014 are in direct support of this priority.

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world					
Strategic Priority	Weapons of Mass Destruction and Destabilizing Conventional Weapons				
Active Performance Indicator	Deeper nuclear reductions and transparency measures among Non-Proliferation Treaty (NPT) nuclear weapons states to increase implementation and strengthen the NPT				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
N/A	New Indicator, No Rating	◀▶ On Target	◀▶ On Target	◀▶ On Target	◀▶ On Target
TARGETS AND RESULTS					
FY 2014 Target	<ul style="list-style-type: none"> • New START implementation continues to be effective and efficient. • Continue to lead international efforts to develop proposals for negotiations on further nuclear reductions, transparency, and other disarmament steps, including identifying a framework for deeper bilateral nuclear reductions (that include strategic, non-strategic, deployed and non-deployed nuclear weapons) as well as consideration of measures to enhance transparency into non-deployed nuclear weapon inventories. • P-5 continue to expand on previous work developing a common nuclear lexicon and identify pathways to resolve verification challenges attendant to next steps in nuclear disarmament. • P-5 completes work on one verification or transparency project agreed to in the P-5 forum. 				
FY 2013 Target	<ul style="list-style-type: none"> • New START implementation is effective and efficient. • Continue efforts to seek deeper nuclear weapons reductions. • P-5 complete work on a shared nuclear weapons glossary. • P-5 completes work on one verification or transparency project agreed to in the P-5 forum. 				

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FY 2012 Target	<ul style="list-style-type: none"> • New START implementation is effective and efficient. • Based on NATO input, the U.S. develops and proposes to Russia a negotiations framework and policy proposals for deeper reductions that include strategic, non-strategic and non-deployed nuclear weapons. • Negotiations begin among the P5 regarding transparency and confidence building measures. • P5 continue to work on a shared nuclear weapons glossary and agree to establish a working group on verification challenges associated with nuclear disarmament.
FY 2012 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • New START Treaty implementation continued to be effective and efficient. • NATO completed the Deterrence and Defense Posture Review (DDPR) and consultations continued on U.S. forward-deployed non-strategic nuclear weapons. • Bilaterally raised with Russia via the Tauscher-Ryabkov channel the idea of follow-on nuclear reductions. • The P5 held two conferences on nuclear disarmament and nonproliferation, confidence-building measures, and verification and monitoring, including one hosted in Washington, DC in June 2012. • The P5 approved continuing work on an agreed glossary of definitions for key nuclear terms and established a dedicated working group, which China will lead. • A fourth P5 conference will be held in the context of the 2013 NPT Preparatory Committee meeting.
Impact	<p>These activities have advanced the Department's efforts to increase implementation of and to strengthen the Nuclear Nonproliferation Treaty: countries with nuclear weapons will move toward nuclear disarmament, countries without nuclear weapons will not acquire them, and all members in compliance with their nonproliferation obligations can have access to peaceful nuclear energy.</p>
FY 2011 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • New START Treaty entry into force. Initial Data Exchanges and inspections began. • Consultations began on whether and under what conditions NATO would be willing to support deeper reductions of U.S. forward-deployed non-strategic nuclear weapons. • Bilaterally raised with Russia via the Tauscher-Ryabkov channel the idea of follow-on nuclear reductions. • The P5 held the first follow-up NPT RevCon meeting as well as a follow up to the transparency and mutual confidence discussion held in the London Conference on Confidence Building Measures towards Nuclear Disarmament in September 2009. • The P5 approved continuing work on an agreed glossary of definitions for key nuclear terms and established a dedicated working group. • The P5 agreed, as part of a U.S. initiative, to renew efforts before the 2011 UN General Assembly to start FMCT negotiations.
FY 2010 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • Russia and China provided more information regarding their forces and doctrines at a P-5 meeting and at the NPT Review Conference. • U.S. pressed China on its nuclear force levels and transparency during bilateral consultations on the NPR, at the Conference on Disarmament, and at the NPT Review Conference although Chinese force levels continued to increase. • UK and France indicated that they are modernizing but not increasing force levels.

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

Justification of Request

The FY 2014 Request for AVC is \$31.5 million, a decrease of \$544,000 from FY 2012 Actuals due to the elimination of one position, reduction in contract support, and funding for V-fund activities. The FY 2014 Request reflects current services and administrative adjustments.

ARMS CONTROL, VERIFICATION AND COMPLIANCE

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos	Bureau	American	Funds
	CS	FS Dom	Overseas		Total	Managed	Salaries	Total
FY 2012 Actual	115	11	15	0	141	15,397	16,665	32,062
FY 2013 Estimate	115	11	15	0	141	14,605	16,665	31,270
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	87	161	248
Domestic Inflation	0	0	0	0	0	157	0	157
Overseas Price Inflation	0	0	0	0	0	133	0	133
Absorption of Domestic Inflation	(1)	0	0	0	(1)	(174)	(116)	(290)
Total Built-in Changes	(1)	0	0	0	(1)	203	45	248
FY 2014 Current Services	114	11	15	0	140	14,808	16,710	31,518
FY 2014 Request	114	11	15	0	140	14,808	16,710	31,518

ARMS CONTROL, VERIFICATION AND COMPLIANCE

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Arms Control, Verification and Compliance (AVC)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
CTBT Preparatory Commission	2	0	565	2	0	548	2	0	563	0	0	(2)
Deputy Assistant Secretary for Nuclear and Strategic Policy	2	0	274	2	0	272	2	0	276	0	0	2
Deputy Assistant Secretary for Space and Defense Policy	2	0	414	2	0	405	2	0	412	0	0	(2)
Euro-Atlantic Security Affairs	12	0	1,990	12	0	1,961	12	0	1,867	0	0	(123)
Missile Defense and Space Policy	11	0	1,694	11	0	1,668	11	0	1,590	0	0	(104)
Multilateral and Nuclear Affairs	15	0	4,268	15	0	4,140	14	0	4,075	(1)	0	(193)
Nuclear Risk Reduction Center	19	0	4,846	19	0	4,712	19	0	4,783	0	0	(63)
Office of Assistant Secretary	18	0	3,182	18	0	3,128	18	0	3,288	0	0	106
Office of Chemical and Biological Weapons Affairs	15	0	2,145	15	0	2,126	15	0	2,150	0	0	5
Principal Deputy Assistant Secretary for Arms Control Policy and Technology	2	0	272	2	0	271	2	0	275	0	0	3
Strategic Affairs	14	0	2,456	14	0	2,421	14	0	2,452	0	0	(4)
U.S. Chief Delegate CFE, JCG	2	0	697	2	0	673	2	0	694	0	0	(3)
U.S. Rep Conf. on Disarmament	6	0	2,945	6	0	2,830	6	0	2,920	0	0	(25)
U.S. Rep Prohibition Chem Weapons	5	0	1,788	5	0	1,726	5	0	1,777	0	0	(11)
Verification and Transparency Technologies	16	0	4,526	16	0	4,389	16	0	4,396	0	0	(130)
Total	141	0	32,062	141	0	31,270	140	0	31,518	(1)	0	(544)

Funds by Object Class

(\$ in thousands)

Arms Control, Verification and Compliance (AVC)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	13,593	13,593	13,630	37
1200 Personnel Benefits	4,001	4,001	4,011	10
2100 Travel & Trans of Persons	1,950	1,843	1,894	(56)
2300 Rents, Comm & Utilities	436	412	423	(13)
2400 Printing & Reproduction	65	61	63	(2)
2500 Other Services	11,945	11,292	11,427	(518)
2600 Supplies and Materials	62	59	60	(2)
3100 Personal Property	10	9	10	0
Total	32,062	31,270	31,518	(544)

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BUREAU OF BUDGET AND PLANNING

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	74	74	74	0
Enduring Funds	12,161	13,007	15,830	3,669

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Budget and Planning (BP) provides the Secretary of State and Departmental leadership with analysis and recommendations to ensure that programs, policies, initiatives, and operations are adequately resourced and aligned to support Presidential and U.S. Government foreign policy priorities. BP administers the Department of State’s budget and performance planning, formulation, presentation, and budget execution activities for State Operations appropriations. At any given moment, BP is concurrently 1) reviewing the budget and planning submissions of 198 overseas missions and 41 Washington-based bureaus and offices and producing the decision documents in preparation for the budget build; 2) coordinating briefings and responding to Congressional inquiries to facilitate and expedite passage of the budget appropriation; 3) guiding Congressional notifications, developing and reviewing financial spending plans, maintaining the funds control procedures for current FY enacted funds and prior year carryforward balances, continually tracking spending and unobligated balances for a multitude of appropriations, and preparing quarterly and year-end financial reports as well as performance reports; and 4) assisting the Secretary of State and the Chief Operating Officer with leadership in driving performance improvement efforts across the organization.

The mission of BP is to effectively justify and manage the Department of State’s resources by delivering timely, accurate, and actionable information and advocate for the Department to receive adequate resources to fund programs, projects, and activities to meet its mission. BP accomplishes this mission by ensuring alignment between strategic planning, budget formulation, performance management, and funds controls processes and by providing Department leadership, bureaus, embassies and external stakeholders – principally Congress and the Office of Management and Budget (OMB) – with recommendations and analyses to inform critical management decisions and reinforce accountability.

The creation of BP in the spring of 2012 was a direct result of the 2010 Quadrennial Diplomacy and Development Review (QDDR), combining the Office of State Programs, Operations and Budget and the Office of Strategic and Performance Planning under a new entity that is directly accountable to the Department’s Chief Operating Officer, the Deputy Secretary for Management and Resources, and the Chief Financial Officer, the Undersecretary for Management.

The State Department has adopted four interrelated processes to assist with preparing, submitting, and executing the budget. This is highlighted by an integrated “Managing for Results Framework” that includes: (1) Planning, (2) Budgeting, (3) Managing, and (4) Measuring. Strategic plans, informed by policy priorities, provide guidance for the development of budgets and, ultimately, for operations. Sound performance management practices enable strategy and budget adjustments.

In conjunction with partners in the State Department’s Office of Foreign Assistance Resources (F) and U.S. Agency for International Development, BP oversees the development and implementation of the Department’s budget and planning processes for all of its overseas posts and domestic organizations.

BUREAU OF BUDGET AND PLANNING

Performance

BP tracks the effectiveness and impact of the State Department's evaluation policy by measuring the change in the number of State Department evaluations that have occurred directly as a result of the policy. The target for FY 2014 is to increase the number of new evaluations from when the policy was first launched in February 2012 to 50 by September 30, 2014. These evaluations will serve to better inform programmatic and management decisions.

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Planning and Accountability through QDDR Implementation						
Active Performance Indicator		NEW APP INDICATOR: Fully implement the Department's evaluation policy and practices by facilitating 50 new program evaluations by the end of FY 2014 and incorporating evaluation information in bureaus' and posts' planning and budget documents.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	N/A	10	16 (baseline) ▲ Above Target	30	50
Reason for Exceeding Target		In FY 2012, the Department focused implementation of evaluation policy at the bureau level. Progress was made in FY 2012 on three major fronts: capacity building; supporting rigorous, high-quality evaluations of programs, projects, initiatives, approaches, etc.; and development of two-year Bureau Evaluation Plans (BEP) tied to a bureau's strategic objectives						
Impact		The implementation of evaluations of DOS-funded programs and projects supports the QDDR goal to increase the quantity and quality of evaluations of DOS-funded efforts in support of Bureaus' strategic goals and objectives. Overtime, this indicator will help inform answers to questions about what efforts are being evaluated and where the gaps are in terms of evaluations.						
Methodology		The Department's evaluation policy requires all bureaus to put in place a Bureau Evaluation Plan that describes two to four evaluations to be completed by FY 2014. Bureaus submitted BEPs in the Spring 2012 to the Directors of Budget and Planning (BP) and the Office of U.S. Foreign Assistance Resources (F) proposing 100 evaluations to be completed.						
Data Source and Quality		The DOS Evaluation Community of Practice (CoP) will be used to track number of evaluations completed. BP functional experts will review submissions to ensure they conform to DOS standards. DOS Evaluation CoP will be used to track number of evaluations completed.						

BUREAU OF BUDGET AND PLANNING

Justification of Request

In FY 2012 the Department notified the Congress of the reorganization of the Bureau of Resource Management into two new offices: the Bureau of the Comptroller and Global Financial Services and the Bureau of Budget and Planning. The FY 2014 Request is the first budget in which the two bureaus' resources are presented under the newly approved framework. The BP request includes an increase of \$152,000 for American cost of living adjustment and domestic inflation.

The request also includes an increase of \$2.7 million to provide initial capitalization, oversight, and management of the Alternative Retirement Program (ARP) to improve the approximately 170 varied retirement plans for all overseas Locally-Employed Staff (LES). The Department will use the ARP to replace in whole or in part the various components of end of service benefit provisions in specific local compensation plans (LCPs) by authorizing changes to the LCP. The request will support payment of arrearages and unbudgeted retirement liabilities. This program will be managed in coordination with the Bureau of the Comptroller and Global Financial Services and the Bureau of Human Resources.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos Total	Bureau Managed	American	Funds
	CS	FS Dom	Overseas				Salaries	Total
FY 2012 Actual	74	0	0	0	74	3,967	8,194	12,161
FY 2013 Estimate	74	0	0	0	74	4,813	8,194	13,007
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	0	75	75
Domestic Inflation	0	0	0	0	0	77	0	77
Total Built-in Changes	0	0	0	0	0	77	75	152
FY 2014 Current Services	74	0	0	0	74	4,890	8,269	13,159
FY 2014 Program Changes								
ARP/Unfunded Retirement Liability	0	0	0	0	0	2,671	0	2,671
Total Program Changes	0	0	0	0	0	2,671	0	2,671
FY 2014 Request	74	0	0	0	74	7,561	8,269	15,830

BUREAU OF BUDGET AND PLANNING

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Budget and Planning (BP)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Director of Budget and Planning	74	0	12,161	74	0	13,007	74	0	15,830	0	0	3,669
Total	74	0	12,161	74	0	13,007	74	0	15,830	0	0	3,669

Funds by Object Class

(\$ in thousands)

Bureau of Budget and Planning (BP)	FY 2012		FY 2013		FY 2014		Increase/Decrease	
	Actual		CR		Request		From FY2012	
1100 Personnel Compensation	5,886		6,470		6,941		1,055	
1200 Personnel Benefits	2,468		2,468		2,497		29	
2100 Travel & Trans of Persons	118		130		204		86	
2300 Rents, Comm & Utilities	15		16		25		10	
2500 Other Services	3,674		3,923		6,163		2,489	
Total	12,161		13,007		15,830		3,669	

OFFICE OF THE CHIEF OF PROTOCOL

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	78	78	78	0
Enduring Funds	12,128	11,759	11,883	(245)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

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

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

In 2012, CPR supported the following activities and events: one official visit to the United Kingdom, approximately 220 meetings with foreign leaders and more than 20 private visits by Chiefs of State or Heads of Government. CPR also coordinated logistics for the over 60 Heads of Delegations that attended NATO 2012 hosted by President Obama in Chicago; supported Heads of Delegation for the G8 Summit hosted by President Obama at Camp David; organized and supported 19 Presidential Delegations abroad; and supported the 67th United Nations General Assembly in New York.

Visits

CPR's Visits Division plans, arranges, coordinates, and directs programs for visiting heads of state and other high-level foreign dignitaries; coordinates foreign press arrangements for visits of dignitaries; coordinates port clearances of all high-ranking foreign dignitaries visiting the United States; provides support for the President's travel abroad; and coordinates travel of Presidential Delegations. The Visits Division also provides support to the President and First Lady on trips abroad. The Division also provided arrival and departure briefings to embassies detailing the new Electronic Government (E-GOV) system covering the port courtesy program established to provide expedited clearances to Foreign Government Officials upon arrival in the United States.

OFFICE OF THE CHIEF OF PROTOCOL

Ceremonials

The Ceremonials Division organizes ceremonial and official functions hosted by the Secretary of State and other high-ranking officials. The Division assists with events that include participation of the Diplomatic Corps in joint meetings, sessions of Congress, and other public events. The division maintains the U.S. Order of Precedence list and responds to public inquiries regarding all aspects of protocol as well as forms of address, seating, flag etiquette and invitations. In 2012, the Division facilitated over 130 representational events, including dinners, teas, luncheons, receptions, meetings, and breakfasts. In addition, the Division assisted with 54 swearing-in ceremonies for senior officials and newly appointed U.S. ambassadors. The Division also assists, as requested, with ceremonial and official functions hosted by the President, Vice President or Secretary of State abroad.

Diplomatic Partnerships

The Diplomatic Partnerships Division (DPD) fosters international goodwill and deepens bilateral and multilateral relationships while providing the Diplomatic Corps with greater insight and understanding of the American people, customs and institutions. The program furthers national interests and encourages international business investment while at the same time advancing the foreign policy goals of the United States by fostering an environment for mutual understanding and successful diplomacy. DPD pursues these goals through a broad range of new and unique programs and events, which build relationships, provide a forum for dialogue, and create opportunities for exchange between Chiefs of Diplomatic Missions and American leaders in a cross-section of fields. These forms of interaction not only constitute core strengths of American international engagement but also contribute significantly to new beginnings based on mutual respect and understanding. By sharing America's vast array of cultures and communities with the Chiefs of Mission, DPD builds bridges of knowledge and understanding with people everywhere. Diplomatic Partnerships has a number of programs including State of the Administration, Experience America, Diplomatic Partnership Roundtables, and Cultural Exchange events which work to bring a strategic focus to these objectives. In 2012, DPD held 10 State of the Administration briefings with Cabinet Secretaries and senior U.S. government officials, organized four Issue Roundtable events with 11 different embassies, created and executed six different Cultural Exchange events, and organized travel for over 100 ambassadors to five different cities for Experience America trips.

Diplomatic Affairs

The Diplomatic Affairs Division has responsibility for monitoring the agreement process which is the process by which a foreign government seeks acceptance of their nomination of a bilateral ambassador to the United States, as well as the presentation a of their credentials to the Secretary of State and the President of the United States. This Division also determines the acceptability of members of foreign missions accredited to the United States; issues identification documents to such personnel; processes spouse and dependent employment requests; reviews and approves requests for the opening of consular and miscellaneous foreign government offices throughout the United States; investigates and resolves complaints and incidents involving foreign government representatives; and provides support and assistance to the diplomatic community in the United States. Diplomatic Affairs is also responsible for the handling of abuse allegations as they relate to cases of domestic workers employed by foreign diplomats, interaction with the foreign diplomatic community and the development of a framework to promote the fair and equitable treatment of domestic workers. The Division is also responsible for tracking and coordinating the Department's response to any allegations of abuse of domestic workers employed by a member of a foreign mission, interaction with the foreign diplomatic community, and the development of a framework to promote the fair and equitable treatment of domestic workers. The Division is also responsible for processing White House Chief of Mission tour requests submitted by the Diplomatic Community.

OFFICE OF THE CHIEF OF PROTOCOL

Blair House

Blair House is the President's official guest house in Washington, and serves as the residence for foreign guests of the President. The Blair House Division is responsible for managing, operating and maintaining Blair House in impeccable condition, and for managing and supporting all official visits, events and ceremonies held at Blair House. In 2012, Blair House hosted nine official foreign visits, and was the venue for 45 representational luncheons, dinners, receptions, and meetings. The statistics for Blair House were unusually low in 2012 due to the closure of the facility from June 17 through October 31 for significant structural repairs following the August 2011 earthquake.

Management

The Management Division is responsible for formulation and execution of the CPR budget, coordinating with the Office of Emergencies in the Diplomatic and Consular Service (M/EDCS) on the budget for protocol activities under the appropriation for Emergencies in the Diplomatic and Consular Service; human resources administration; general services operations; information systems support; and overall administrative support. In addition, this division is responsible for ensuring that internal controls are established and implemented and that all other necessary and appropriate efforts are carried out to deter fraud, waste, and abuse of government resources. The Management Division administers the human resources, financial management, information systems, security, general services operations, and overall administrative support for the Office of the Chief of Protocol. The Management Division also provides program support in connection with visits and ceremonial activities, and has administrative oversight of the President's guesthouse, Blair House.

Gifts

The practice of exchanging gifts is a time-honored tradition of diplomacy and serves to enhance bilateral relationship with foreign governments. It helps ensure adherence to the highest diplomatic standards, promoting and fostering goodwill on behalf of the U.S. Government. The Gifts Division of the Office of the Chief of Protocol researches, coordinates, and documents the exchange of gifts between high-level foreign dignitaries and the President, First Lady, Vice President, the spouse of the Vice President and the Secretary of State. The gifts team provides support for the aforementioned U.S. Government principals' travel abroad and travel of Presidential Delegations. The Senior Gift Officer accompanies the President and First Lady on all trips abroad. In addition, the Gift Division serves as the central processing point for all tangible gifts received from foreign sources, by employees of the Executive Branch of the Federal government. The division is responsible for the creation and maintenance of the official record of all gifts presented by the Department of State to officials of foreign governments.

Justification of Request

The Department's FY 2014 Request of \$11.883 million for CPR is a \$245,000 below the FY 2012 actual level. The request includes \$124,000 to maintain current services.

OFFICE OF THE CHIEF OF PROTOCOL

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	76	2	0	0	78	3,215	8,913	12,128
FY 2013 Estimate	76	2	0	0	78	2,846	8,913	11,759
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	5	82	87
Domestic Inflation	0	0	0	0	0	37	0	37
Total Built-in Changes	0	0	0	0	0	42	82	124
FY 2014 Current Services	76	2	0	0	78	2,888	8,995	11,883
FY 2014 Request	76	2	0	0	78	2,888	8,995	11,883

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Chief of Protocol (CPR)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Blair House	14	0	1,803	14	0	1,784	14	0	1,801	0	0	(2)
Ceremonials Division	8	0	1,323	8	0	1,279	8	0	1,293	0	0	(30)
Chief of Protocol	9	0	993	9	0	960	9	0	970	0	0	(23)
Diplomatic Affairs Division	22	0	3,544	22	0	3,434	22	0	3,471	0	0	(73)
Diplomatic Partnership Division	4	0	631	4	0	612	4	0	618	0	0	(13)
Management Division	10	0	1,647	10	0	1,566	10	0	1,584	0	0	(63)
Visits Division	11	0	2,187	11	0	2,124	11	0	2,146	0	0	(41)
Total	78	0	12,128	78	0	11,759	78	0	11,883	0	0	(245)

OFFICE OF THE CHIEF OF PROTOCOL

Funds by Object Class

(\$ in thousands)

Chief of Protocol (CPR)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	6,878	6,878	6,941	63
1200 Personnel Benefits	2,035	2,035	2,054	19
2100 Travel & Trans of Persons	1,073	950	964	(109)
2300 Rents, Comm & Utilities	526	466	473	(53)
2400 Printing & Reproduction	178	158	160	(18)
2500 Other Services	1,159	1,025	1,041	(118)
2600 Supplies and Materials	245	217	220	(25)
3100 Personal Property	34	30	30	(4)
Total	12,128	11,759	11,883	(245)

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BUREAU OF THE COMPTROLLER AND GLOBAL FINANCIAL SERVICES

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	480	480	480	0
Enduring Funds	132,100	133,171	135,922	3,822

The FY 2014 Request continues the Department's Consular Realignment Initiative. Bureau specific consular costs have been shifted to the Border Security Program (BSP) and will be funded with consular fees.

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of the Comptroller and Global Financial Services (CGFS), led by the Comptroller, performs all corporate financial management services, programs, and systems activities, including delegated financial management authorities from the Chief Financial Officer's Act. Core activities include: financial reporting; accounting; payroll; and financial services to missions overseas, including other U.S. Government agencies. The Department manages domestic and overseas financial operations for approximately 260 posts in 172 countries and transacts business in over 150 currencies from the Global Financial Service center in Charleston, South Carolina, with a supporting financial services center in Bangkok, Thailand. CGFS serves nearly 100,000 customers, including more than 40 U.S. Government agencies in every corner of the world, twenty-four hours a day and seven days a week.

CGFS will continue to serve the Department and meet the needs of its domestic and international customers by leveraging best business practices and new technologies. While modernizing major corporate financial management systems and consolidating financial operations, CGFS is adopting new technologies to improve and reengineer business processes. CGFS is proactive in career development of the financial management staff and ensures that the staff's skills are utilized effectively to achieve corporate financial management objectives.

CGFS's primary efforts for FY 2014 will include continuing to leverage its investments in the Bureau's corporate financial systems to provide the reporting, analysis capabilities, financial services that further and enhance the Department's diplomatic mission. Priorities for CGFS also include improved interagency coordination of resources, especially through International Cooperative Administrative Support Services (ICASS) and the Interagency Resources Planning Office. These efforts will be made possible by continuing to standardize and centralize financial operations, where proven effective; and by continuing to increase CGFS capacity as the central bureau for financial management activities across the Department. Further, CGFS will serve a lead role in continuing to improve the Department's ability to meet existing and new financial audit and external reporting requirements.

Performance

Tracking timely payment reflects the critical need to maintain cash flow in the ICASS Working Capital Fund (WCF). Tracking training satisfaction improves the ability of customers and service providers to understand and carry out their responsibilities under ICASS to successfully support the larger diplomatic

BUREAU OF THE COMPTROLLER AND GLOBAL FINANCIAL SERVICES

mission overseas. In FY 2012, the Management Officer/Council Chair (MO/CC) workshop was not held so a rating of this item is not possible. For FY 2014, the bureau removed the average customer satisfaction rating for the MO/CC workshop from the indicator below because the current budget climate has made it very difficult to conduct this workshop. For FY 2014, the target for percentage of posts that received an "A" on their ICASS Budget Scorecard was reduced from 95 percent to 80 percent to reflect the more intense scrutiny given to the budget and the complexity of some of the elements.

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Planning and Accountability through QDDR Implementation						
Active Performance Indicator		Quality of ICASS system measured by: percentage of invoiced amounts received in first 90 days of fiscal year; average customer satisfaction rating for the Management Officer/Council Chair (MO/CC) workshops (out of 5); percentage of posts that receive an "A" on their ICASS Budget Scorecard.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	95.6%; MO/CC 4.35; 4.22%	95%; MO/CC 3.27; 88.5%	99.96%; MO/CC 3.17; 87%	99%; MO/CC N/A; 78%	95%; MO/CC N/A 95%	98.0%; N/A; 94%	95%; 80%	95%; 80%
	New Indicator, No Rating	◀▶ Improved But Not Met	▼ Below Target	▲ Above Target		◀▶ Improved But Not Met		
Steps to Improve		Will continue to place emphasis on timely collections and the quality of the data. The timeliness exceeded standards and the scorecard results improved from 78% to 94%. We believe that the scorecard target was set too high considering the increased scrutiny and complexity of the budget.						
Impact		Timely collections ensures adequate cash flow for worldwide post ICASS operations in support of the diplomatic missions of all agencies overseas. A perfect score on the scorecard provides a high degree of confidence in the integrity of the data and the quality of the narratives supporting the ICASS post budgets, upon which agency invoices are based.						
Methodology		Indicator was chosen to reflect the critical need to maintain cash flow in ICASS WCF. The training satisfaction indicator was chosen because the ability of customers and service providers to understand and carry out their responsibilities under ICASS is critical to its success in support of larger diplomatic mission overseas.						
Data Source and Quality		Data on receipts is from Accounts Receivable staff at GFS Charleston and is reliable. Data on training is from surveys conducted by RM/ICASS staff at the time training is delivered. Training data sources are surveys completed at the time training is delivered. Assessments are based on objective criteria conducted by at least two SMEs.						

BUREAU OF THE COMPTROLLER AND GLOBAL FINANCIAL SERVICES

The measure is the cumulative result of more than 100 performance metrics reviewed on a monthly basis, across all corporate financial services and locations. The metrics are a key and integrated part of the Bureau of the Comptroller and Global Financial Services' (CGFS) ISO-9001:2008 certified Quality Management System (QMS).

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Planning and Accountability through QDDR Implementation						
Active Performance Indicator		Quality of the Department's financial services as measured by the percentage of aggressive monthly ISO 9001 performance metric goals met or exceeded for the Department's core financial operations.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
60% [Baseline]	68%	88%	77%	85.2%	80%	84.8%	80%	80%
N/A	◀▶ On Target	▲ Above Target	▲ Above Target	▲ Above Target		▲ Above Target		
Reason for Exceeding Target	As a part of ISO-9001, there is a strong emphasis on meeting and exceeding performance targets, as well as continuous improvement. Measures are adjusted periodically to ensure they are meaningful and targets are aggressive.							
Impact	Impacts the quality, accuracy, effectiveness, timeliness, and overall customer satisfaction for the Department's corporate financial services, based on a ISO-9001 certified quality management system and 200 performance measures reviewed by CGFS management on a monthly basis.							
Methodology	ISO 9001 standards are set by the International Organization for Standardization and available at http://www.iso.org/ .							
Data Source and Quality	Monthly ISO 9001 certified Quality Management System key metrics for all CGFS core financial operations and customer satisfaction surveys. The Data Quality Assessment revealed no significant data limitations.							

Justification of Request

The Department's FY 2014 resource request for the Bureau of the Comptroller and Global Financial Services is \$135.9 million, a net increase of \$3.8 million above the FY 2012 Actual, which includes funding for the Bureau's 480 positions. The request includes \$1.7 million to maintain current services and \$2 million for monitoring and oversight of the Alternative Retirement Program (ARP) in order to ensure that the more than 170 retirement plans worldwide are fully funded for all Locally-Employed Staff. The Department will use the ARP to replace in whole or in part the various components of end of

BUREAU OF THE COMPTROLLER AND GLOBAL FINANCIAL SERVICES

service benefit provisions in specific local compensation plans (LCPs) by authorizing changes to the LCP. This program will be managed in coordination with the Bureau of Budget and Planning and the Bureau of Human Resources. The request also includes a reduction of \$1 million for the realignment of consular activities which will be funded from Border Security Program fees.

The base funding level for CGFS ensures that the Bureau can meet all its performance targets in support of the Department's financial requirements and responsibilities. Approximately half of the total Bureau Managed funding supports operations and maintenance of the financial systems for the Department of State and its financial services customers. These system platforms are vital for the financial well-being of the Department. The other half of the funding supports both domestic and overseas financial operations and policy. The CGFS operates fully integrated financial centers in Charleston and Bangkok that operate under ISO-9001:2008 standards. These operations measure over 100 key financial services on a monthly basis, reflecting the delivery of high quality financial services to the Department and other agency customers globally and focus on continuous improvement.

The vast majority of the system work and half of the work force that perform daily corporate global financial services at the Center are performed through contracts. Maintaining this current level of effort in FY 2014 requires the inflationary increases and continues to be a major performance objective.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	451	8	21	0	480	76,443	55,657	132,100
FY 2013 Estimate	451	8	21	0	480	77,514	55,657	133,171
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	387	533	920
Domestic Inflation	0	0	0	0	0	343	0	343
Overseas Price Inflation	0	0	0	0	0	488	0	488
Total Built-in Changes	0	0	0	0	0	1,218	533	1,751
FY 2014 Current Services	451	8	21	0	480	78,732	56,190	134,922
FY 2014 Program Changes								
ARP/Unfunded Retirement Liability	0	0	0	0	0	2,000	0	2,000
Consular Realignment - Shift to BSP Fees	0	0	0	0	0	(1,000)	0	(1,000)
Total Program Changes	0	0	0	0	0	1,000	0	1,000
FY 2014 Request	451	8	21	0	480	79,732	56,190	135,922

BUREAU OF THE COMPTROLLER AND GLOBAL FINANCIAL SERVICES

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of the Comptroller and Global Financial Services (CGFS)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Chief Financial Officer (Comptroller)	1	0	631	1	0	0	1	0	0	0	0	(631)
Deputy Assistant Secretary for Financial Services	314	0	65,567	314	0	65,780	314	0	66,892	0	0	1,325
Deputy Assistant Secretary for Strategic and Program Planning	1	0	0	1	0	0	1	0	0	0	0	0
Deputy Chief Financial Officer	86	0	51,947	86	0	51,947	93	0	53,260	7	0	1,313
Director of Budget and Planning	1	0	0	1	0	0	1	0	0	0	0	0
Executive Office	56	0	13,955	56	0	15,444	49	0	15,770	(7)	0	1,815
FSC Bangkok	11	0	0	11	0	0	11	0	0	0	0	0
Total	470	0	132,100	470	0	133,171	470	0	135,922	0	0	3,822

Staff and Funds by Post

(\$ in thousands)

Bureau of the Comptroller and Global Financial Services (CGFS)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
FSC Bangkok	11	0	0	11	0	0	11	0	0	0	0	0
France, Paris	10	0	0	10	0	0	10	0	0	0	0	0
Total	21	0	0	21	0	0	21	0	0	0	0	0

Funds by Object Class

(\$ in thousands)

Bureau of the Comptroller and Global Financial Services (CGFS)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	39,789	39,789	40,186	397
1200 Personnel Benefits	17,053	17,053	17,223	170
2100 Travel & Trans of Persons	969	834	858	(111)
2200 Transportation of Things	23	23	24	1
2300 Rents, Comm & Utilities	7,539	7,539	7,755	216
2400 Printing & Reproduction	345	345	355	10
2500 Other Services	61,042	62,248	64,028	2,986
2600 Supplies and Materials	288	288	296	8
3100 Personal Property	5,052	5,052	5,197	145
Total	132,100	133,171	135,922	3,822

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BUREAU OF CONSULAR AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	17	0	0	(17)
Enduring Funds	2,395	0	0	(2,395)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The mission of the Bureau of Consular Affairs (CA) is to protect the lives and interests of U.S. citizens abroad and to strengthen U.S. border security through the vigilant adjudication of U.S. passports and visas. CA contributes significantly to the Department's strategic goals of achieving peace and security, promoting international understanding, and supporting the vision to help American citizens engage the world. CA issues passports that allow U.S. citizens to travel the world, and processes visa applications for foreign citizens who want to come to the U.S. Additionally, CA provides essential services to American citizens overseas.

Beginning in FY 2013, as part of the Consular Realignment Initiative, CA no longer receives appropriated funding. Consular activities are funded by revenue from consular fees and surcharges in an effort to align revenue with the associated costs. The Border Security Program (BSP) chapter provides additional details on the fees that support CA, domestic and overseas consular operations. Beginning in FY 2015, information previously found in this chapter will be incorporated into the BSP chapter.

Performance

A well-informed U.S. citizen is safer while traveling abroad. By proactively engaging the U.S. public through surveys, CA is able to gauge the utility of information currently on CA web sites and the areas in which it could be improved. Also, as CA incorporates customer feedback into its Web efforts, it builds trust with the U.S. public in the reliability and responsiveness of the Department's information. According to ForeSee Results, the firm deploying customer satisfaction surveys for CA, "on the American Customer Satisfaction Index's (ACSI) 100-point scale, a satisfaction score of 80 or higher is considered a superior score." CA's consistent scoring in the high 70s indicates that travel.state.gov is performing exceptionally well at meeting customer expectations.

BUREAU OF CONSULAR AFFAIRS

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		American Citizen Services						
Active Performance Indicator		Customer satisfaction with quality of, and access to, reliable and relevant information on travel.state.gov as measured by the overall ASCI score (out of 100).						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	75 out of 100 [Baseline] ◀▶ On Target	77 out of 100 ▲ Above Target	Exceed 77 out of 100	77 ▼ Below Target	Exceed 78 out of 100	Exceed 78 out of 100
Steps to Improve		Results are based on a voluntary customer satisfaction survey by website users. While the score of 77 is considered very good by industry experts, CA is working to make significant changes to travel.state.gov to improve the customers' experience. Delays in the release of these changes have kept the FY 2012 score from increasing.						
Impact		The Department now has access to measurable customer feedback on travel.state.gov. Survey analysis has helped the Department identify the top areas for improvement to increase customer satisfaction of those visiting the site. The Department can now instantaneously measure the impact of changes CA makes to the site.						
Methodology		The ForeSee Results methodology uses the ACSI Methodology. The ACSI, developed by the National Quality Research Center at the University of Michigan, has been the leading national indicator of Customer Satisfaction with goods and services in the U.S. economy since 1994. The ACSI is the only cross industry, national indicator that links Customer Satisfaction to financial returns.						
Data Source and Quality		ForeSee Results customer satisfaction surveys. The Data Quality Assessment revealed moderate data limitations, primarily due to the long-standing OMB regulation that prohibits the use of persistent cookies in gathering Web data.						

While the quality of the adjudication process is CA's top priority in the area of passports, U.S. citizen travelers and Congress still expect quick and efficient processing of passport applications. This indicator measures how efficiently Passport Services (PPT) is serving the American public.

BUREAU OF CONSULAR AFFAIRS

Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Passport Services						
Active Performance Indicator		Percentage of passport applications processed within the targeted timeframe.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
71%	100%	98.9%	100%	100%	99%	100%	99%	99%
▼ Below Target	◀▶ On Target	▼ Below Target	◀▶ On Target	▲ Above Target		▲ Above Target		
Reason for Exceeding Target		PPT was successful at exceeding the indicator target because of strategic planning and proactive management of passport demand and its seasonality. These efforts include staffing passport agencies and centers to meet projected demand and continually adjusting the workload in a manner that maximizes human resources across the network of agencies and centers.						
Impact		Passports are issued to entitled U.S. applicants in a timely manner.						
Methodology		Targeted timeframe from fiscal years 2009 through 2014 is 4-6 weeks for routine applications and 2-3 weeks for expedited service. Updates to these targets will be made as necessary through revisions to the Department's website. Targeted timeframe prior to FY 2009 varied and is documented in previous Congressional Budget Justifications.						
Data Source and Quality		Passport workload statistics are collected by the Bureau of Consular Affairs. Data quality problems are clearly described in final reports and there is a regularized schedule of data in place to meet program management needs. Data is properly stored and readily available.						

Justification of Request

The Department's FY 2014 Request of \$0 million for the Bureau of Consular Affairs results from the Consular Realignment Initiative, which aligns consular activity and consular revenue. The initiative shifts consular costs including overseas consular staff and related costs from appropriated funds to consular fees. The Border Security Program chapter provides additional details on the fees that support domestic and overseas consular operations.

BUREAU OF CONSULAR AFFAIRS

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2012 Actual	9	8	0	0	17	317	2,078	2,395
FY 2013 Estimate	0	0	0	0	0	0	0	0
FY 2014 Current Services	0	0	0	0	0	0	0	0
FY 2014 Request	0	0	0	0	0	0	0	0

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Consular Affairs (CA)	FY 2012 Actual			FY 2013 CR			FY 2014 Request			Increase/Decrease From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
	Assistant Secretary for Consular Affairs	17	0	(6,202)	0	0	(8,446)	0	0	0	(17)	0
Public Affairs and Policy Coordination	0	0	8,597	0	0	8,446	0	0	0	0	0	(8,597)
Total	17	0	2,395	0	0	0	0	0	0	(17)	0	(2,395)

Funds by Object Class

(\$ in thousands)

Bureau of Consular Affairs (CA)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	1,309	0	0	(1,309)
1200 Personnel Benefits	769	0	0	(769)
2100 Travel & Trans of Persons	317	0	0	(317)
Total	2,395	0	0	(2,395)

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	140	140	140	0
Enduring Funds	23,793	24,933	26,839	3,046

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

In the National Security Strategy, President Obama committed the United States to standing up for American principles and supporting reform and peaceful transitions to democracy. The Bureau of Democracy, Human Rights, and Labor (DRL) will help implement the President's vision and the Secretary's strategic priorities to achieve successful transitions to democracy and to promote human rights around the world.

In order to achieve this mission, DRL carries out a number of essential State Operations activities, including: engaging with foreign governments and civil society activists; convening bilateral dialogues on human rights issues; producing comprehensive Congressionally-mandated reports on human rights, democracy, and religious freedom; vetting potential recipients of U.S. military training and assistance for gross human rights violations; and providing the public with critical information on U.S. Government human rights policies and activities.

Because DRL's essential functions have critical ties to broader U.S. Government priorities, DRL plays a key role in a number of international strategic dialogues. DRL principals provide policy content and participate in these dialogues and lead working groups on democracy and human rights, civil society, religion and foreign policy, and labor. DRL also leads several dialogues with key countries, including the legal experts and human rights dialogues with China, and human rights dialogues with Burma and Vietnam.

In addition to traveling for human rights-related dialogues, DRL's principals, including the Ambassador at Large for International Religious Freedom, the Special Advisor for International Disability Rights, the Special Envoy to Monitor and Combat Anti-Semitism, and the Special Representative for International Labor Affairs, travel to engage bilaterally, multilaterally, and with civil society to promote human rights and democracy issues. This essential travel allows DRL to expand relationships and advocate most effectively for democracy and human rights. In many cases, flights alone require significant resources.

A considerable portion of DRL's resources are allocated to manage the production of Congressionally-mandated reports. The globally referenced annual Country Reports on Human Rights Practices are consistently one of the most popular resources on the Department's website—more than 1 million people have accessed these reports. DRL also produces the International Religious Freedom Report among others, and contributes to Department of Labor reports on child labor and forced labor. The production of these reports requires significant staff time and absorbs about \$1.2 million. The reports are highly valued and cited by activists, governments, scholars, and press around the world, as well as by other U.S. Government agencies. DRL also has primary responsibility for Leahy Amendment human rights vetting of hundreds of thousands of military training and military assistance cases each year, which is requested at \$2 million for funding and staff. The Department significantly expanded the number of vetting cases of

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

foreign security force individuals and units for compliance with the Leahy Amendment which prohibits assistance to units implicated in gross human rights violations. The Department is on target to process over 160,000 vetting requests annually.

DRL's reports are only one way that the Department communicates with domestic and international audiences to promote human rights and democracy. DRL seeks to be assertive in promoting democratic values and highlighting human rights concerns with domestic and international media and opinion leaders, and strategic in public diplomacy efforts to promote democracy and human rights. A critical element to amplifying the Administration's policy on human rights with foreign audiences is DRL's management of HumanRights.gov, a comprehensive source of information on the U.S. Government's human rights and democracy policies. DRL launched the site in Fiscal Year 2011 as a White House initiative. Since its launch in April 2011, HumanRights.gov has received more than 680,000 page views. In the past three months, viewership of HumanRights.gov has doubled with the introduction of more original content.

Events in the Middle East and North Africa remind the world of the challenges human rights defenders face. The U.S. Government is assisting more human rights activists and organizations through expanded rapid response funds that provide more targeted assistance to the needs of activists under threat. These activists often work with limited resources and are frequently targeted by their governments for their efforts to bring human rights and democracy into their country. New emergency response mechanisms enabled a great proportion of the recipients to continue their advocacy efforts once they received U.S. Government assistance. DRL expects a continued increase in successful efforts to enable civil society to continue their work in FY 2013, but not to the extent of FY 2012. The turmoil during the Arab Spring meant more human rights defenders were in need of emergency assistance yet they were also ultimately able to continue their work because of the improving environment for civil society in some countries in the region. However, the continuing and growing backlash against civil society in other parts of the world means there will be a likely growth in the need of rapid response funds to human rights activists and organizations. DRL's assistance programming that is essential to achieving key Administration priorities of supporting civil society and peaceful democratic transitions. Management and oversight of DRL programs require direct hire staff resources to ensure compliance with inherently governmental functions and requirements.

Performance

A key aspect of the Department's diplomatic engagement and programming to advance human rights and democracy is advocating for an end to impunity of security forces. The Department works to speak out against this practice and supports the implementation of measures that increase accountability among security forces. The Department's implementation of the Leahy Amendment, which prohibits the provision of U.S. assistance to foreign security units implicated in gross human rights violations, is a crucial aspect of this effort. The International Vetting Security Tracking database is a permanent record of the vetting process developed to comply with the Leahy laws.

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being								
Strategic Priority		Rule of Law and Human Rights						
Active Performance Indicator		Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking (INVEST) system.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	20,000 (Baseline) New Indicator, No Rating	131,810 ▲ Above Target	135,000	164,603 ▲ Above Target	160,000	160,000
Reason for Exceeding Target		INVEST was deployed in one geographic bureau at a time, starting with EUR posts in April 2010 and ending with AF posts in February 2011. The results for FY 2012 fiscal year exceed the target, as it was difficult to predict how many cases the Department will be able to vet in a single fiscal year.						
Impact		The Department's INVEST now includes cases of foreign security units in all six regions throughout the world and permits more comprehensive investigations of gross human rights violations. Through INVEST, the Department is able to increase accountability among security forces.						
Methodology		Data are derived from the Department of State's INVEST data base that retains records of previous vetting instances which identified allegations of human rights violations and other criminal activity by individuals or security force units.						
Data Source and Quality		INVEST system, the State Department's primary mechanism for Leahy "vetting processes," is also used by the Department of Defense, and determines whether there is credible evidence prior to providing assistance. Per the Leahy law, the Department conducted vetting through cable traffic prior to adopting the INVEST system. The INVEST system, launched in March 2010, provides an accessible, transparent and permanent record of the vetting process.						

Improved civil liberties remain a key U.S. foreign policy priority. The Department has identified several countries where improvements, particularly in freedom of association and assembly appear most needed. The Department leverages key foreign assistance and diplomatic tools to support local activists in creating conditions necessary to reverse a trend that has declined globally in recent years. As part of this effort, the Department identifies and supports civil society activists and organizations whose activities promote human rights in priority countries. This indicator helps the Department assess its support for these organizations, and therefore in protecting human rights in their respective countries.

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being								
Strategic Priority		Civil Society						
Active Performance Indicator		Increased civic activism in priority countries with repressive regimes, as measured by the percent of civil society activists and organizations able to sustain activities.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	17.5% (Baseline) New Indicator, No Rating	20% ▲ Above Target	18.5%	41% ▲ Above Target	25%	30%
Reason for Exceeding Target		In FY 2012, the Arab Spring turmoil increased the need for emergency assistance yet many activists continued their work after civil society space improved. The continuing and growing backlash against civil society in other parts of the world means there will still be likely growth in the need for rapid response funds, in FY 2013.						
Impact		Events in the Middle East and North Africa remind the world of the challenges human rights defenders face. In an increasingly restrictive environment, new USG response funds reach more activists under threat, versus only those in the most exigent of circumstances. These funds provide one of the few lifelines that allows embattled activists to continue their advocacy campaigns.						
Methodology		Data are derived from quarterly reports submitted for Global Human Rights Defenders Fund programs that directly support human rights activists and organizations in 14 targeted countries.						
Data Source and Quality		Global Human Rights Defender Fund program reports are submitted on a quarterly basis and carefully reviewed by evaluation specialists to determine the extent to which bureau programs are meeting intended objectives. Information in these reports includes the number of activists and civil society organizations receiving support.						

Justification of Request

Supporting democracy and human rights is central to achieving U.S. foreign policy goals. The Administration looks to DRL to be a vanguard in the Department's efforts to meet joint strategic framework objectives: to expand and sustain the ranks of democratic states; to effectively manage transitions in frontline states; to counter threats to the United States; and to advance civilian security around the world. This highly visible agenda, with significant bipartisan Congressional interest in DRL's investments and results, includes the implementation of more than 30 legislative mandates.

In FY 2014, DRL is requesting an increase of \$3 million over the FY 2012 Actual. Of this increase, \$1.6 million is necessary to ensure that DRL can continue to engage diplomatically in priority countries

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

worldwide. DRL’s work requires significant engagement with international partners, multilateral organizations, and members of civil society. DRL policies are effective largely because of the relationships on the ground, and it is essential to maintaining those relationships. The request also includes increase of \$1.4 million to reflects increasing demands on DRL to execute key strategic dialogues around the world and to build the capacity of Foreign Service officers at embassies to address human rights issues on the ground in key regional areas. These dialogues are essential to U.S. efforts to promote human rights and democracy and to achieving broader foreign policy objectives, while embassy officers remain the front line for local advocacy and reporting.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2012 Actual	104	34	2	0	140	7,195	16,598	23,793
FY 2013 Estimate	104	34	2	0	140	8,335	16,598	24,933
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	21	169	190
Domestic Inflation	0	0	0	0	0	80	0	80
Locally Engaged Staff Wage Increases	0	0	0	0	0	1	0	1
Locally-Engaged Staff Step Increases	0	0	0	0	0	2	0	2
Total Built-in Changes	0	0	0	0	0	104	169	273
FY 2014 Current Services	104	34	2	0	140	8,439	16,767	25,206
FY 2014 Program Changes								
Democracy and Human Rights Diplomatic Engagement	0	0	0	0	0	1,633	0	1,633
Total Program Changes	0	0	0	0	0	1,633	0	1,633
FY 2014 Request	104	34	2	0	140	10,072	16,767	26,839

BUREAU OF DEMOCRACY, HUMAN RIGHTS AND LABOR

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Diplomacy, Human Rights, and Labor (DRL)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Office for Africa	9	0	1,466	9	0	1,540	9	0	1,665	0	0	199
Office for East Asia and Pacific	8	0	1,303	8	0	1,369	8	0	1,480	0	0	177
Office for Europe	9	0	1,466	9	0	1,539	9	0	1,664	0	0	198
Office for Near East	11	0	1,792	11	0	1,883	11	0	2,033	0	0	241
Office for South Central Asia	5	0	814	5	0	855	5	0	924	0	0	110
Office for Western Hemisphere	10	0	1,629	10	0	1,712	10	0	1,850	0	0	221
Office of Global Programming	8	0	1,303	8	0	1,369	8	0	1,480	0	0	177
Office of International Labor Rights	8	0	1,303	8	0	1,369	8	0	1,480	0	0	177
Office of International Religious Freedom	17	0	2,770	17	0	2,910	17	0	3,145	0	0	375
Office of Multilateral and Global Affairs	20	0	4,572	20	0	4,739	20	0	5,013	0	0	441
Office of Policy, Planning and Public Diplomacy	8	0	1,303	8	0	1,369	8	0	1,480	0	0	177
Office of the Assistant Secretary	25	0	3,746	25	0	3,936	25	0	4,255	0	0	509
Principal Deputy Assistant Secretary	2	0	326	2	0	343	2	0	370	0	0	44
Total	140	0	23,793	140	0	24,933	140	0	26,839	0	0	3,046

Funds by Object Class

(\$ in thousands)

Bureau of Diplomacy, Human Rights, and Labor (DRL)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	14,577	14,619	14,755	178
1200 Personnel Benefits	4,860	4,874	4,907	47
2100 Travel & Trans of Persons	1,443	1,490	1,490	47
2300 Rents, Comm & Utilities	581	621	272	(309)
2400 Printing & Reproduction	220	211	181	(39)
2500 Other Services	1,719	2,767	4,883	3,164
2600 Supplies and Materials	180	138	138	(42)
3100 Personal Property	213	213	213	0
Total	23,793	24,933	26,839	3,046

BUREAU OF ECONOMIC AND BUSINESS AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	190	190	190	0
Enduring Funds	30,644	30,275	29,599	(1,045)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The mission of the Bureau of Economic and Business Affairs (EB) is to promote economic growth and prosperity in the United States and enhance its economic leadership in the world. EB accomplishes this in a number of ways, not least of which is negotiating economic agreements that shape the global rules of economic interchange and enable the US to maintain a high rate of growth while fostering global prosperity, security and opportunity. As nations increasingly measure power in economic terms, EB is placing economic issues at the center of the Department's broad national security concerns.

EB pursues expanded market opportunities in trade, investment, transportation, and information and communications technology. In concert with other federal agencies, EB promotes economic development by encouraging pro-growth economic policies, stable financial systems, and sustainable agricultural production. EB monitors the number of countries that have opened their economy by allowing commercial use of agricultural biotechnology and the percent increase in global acreage of biotech crops under cultivation. At the same time, EB acts to secure vital transportation and communications infrastructure. EB also leads in the fight against bribery and corruption, and works aggressively to crack down on the illicit financial flows that aid terrorists and criminal organizations. EB actively works with U.S. exporters and American businesses that seek market opportunities abroad. EB tracks its performance by measuring embassy advocacy activities that lead to the completion of transaction deals, investment dispute settlements, or resulted in foreign government economic policy changes.

In all of these efforts, EB relies on the substantive and technical expertise of talented Foreign and Civil Service staff, as well as on extensive engagement within the Department, with other federal agencies and foreign governments, in the multilateral arena, and with the private sector. Notably, EB has been a leading player in the U.S. Government's efforts to shape the international economic architecture of the future, particularly through new Free Trade Agreements such as the Trans-Pacific Partnership and will continue this work in support of planned Trans-Atlantic Partnership on Trade and Investment negotiations. EB is reaching out to key emerging economies that are increasingly influential in the world economy, nations such as China, India, and Brazil, to ensure a level playing field for global competition.

EB has also played leading roles in shaping U.S. strategy in the G-8 and G-20, in the Asia Pacific Economic Cooperation forum, as well as in such established international institutions as the International Monetary Fund, World Bank, World Trade Organization, Organization for Economic Cooperation and Development (OECD), and the United Nations. EB has worked through these international organizations to promote economic reforms in support of democratic transitions in the Middle East and North Africa. EB advanced a holistic view of diamonds and development during the United States chairmanship of the Kimberley Process, and will continue to encourage an updating of the definition of "conflict diamonds." EB has used innovative technologies to get the Department's and the bureau's message out to relevant

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audiences, both at home and overseas. One such example is the "Direct Line" program, which connects U.S. businesses directly with U.S. Ambassadors and their economic teams via video or teleconference.

The Quadrennial Diplomacy and Development Review (QDDR) affirmed the Department's resolve that solving foreign policy problems today requires thinking regionally and globally, seeing the intersections and connections linking nations and regions and interests, and bringing countries and peoples together. With economic growth identified as a critical administration priority, the QDDR calls for elevating economic diplomacy as an essential element of U.S. foreign policy.

EB works closely with other Department bureaus under the direction of the Under Secretary for Economic Growth, Energy, and the Environment (E). EB works with the Bureau for Energy Resources (ENR) to unite diplomatic and programmatic efforts on oil, natural gas, coal, electricity, renewable energy, energy governance, strategic resources, and energy poverty. EB also works with the Bureau of Oceans and International Environmental and Scientific Affairs (OES), the Science and Technology Advisor, and the Office of the Chief Economist to address global challenges.

Performance

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

Strategic Goal 5: Support American prosperity through economic diplomacy								
Strategic Priority		Open Markets and Create Opportunities						
Active Performance Indicator		Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
2 countries; 12%	2 countries; 9.4%	0 countries; 7%	4 countries; 16 percent	0 countries; 8%	1 country; 5%	2 countries; 6%	1 country; 5%	1 country; 5%
New Indicator, No Rating	◀▶ Improved But Not Met	▼ Below Target	▲ Above Target	◀▶ Improved But Not Met		▲ Above Target		

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Impact	<p>The U.S. is the leading producer and exporter of crops developed through the use of agricultural biotechnology. However, these crops continue to face well-organized opposition despite their potential to increase yields as well as their benefits for development, poverty alleviation, and food security. An increase in this indicator points to new opportunities for U.S. exporters.</p> <p>In 2012, two new countries (Sudan and Cuba) began to allow commercial use of agricultural biotechnology crops; however, three countries (Germany, Poland, and Sweden) stopped. The 2012 outcome reflects two trends over the last decade. The first is ongoing political opposition to biotechnology in Europe that has made it increasingly difficult for farmers to utilize the technology. The second is expansion of countries utilizing biotechnology outside of Europe, especially in developing countries.</p>
Methodology	The Department has used information provided by the International Service for the Acquisition of Agri-Biotech Applications (ISAAA) for several years and has confidence in the validity and accuracy of its reports but has no independent means of verifying the data.
Data Source and Quality	International Service for the Acquisition of Agri-Biotech Applications (ISAAA). http://www.isaaa.org/inbrief/default.asp EB expects the ISAAA to release FY 2012 data in February 2013. The Data Quality Assessment revealed no significant data limitations.

The State Department's economic and commercial diplomacy activities promote economic prosperity and growth in the United States and abroad. The Department's efforts support the President's National Export Initiative (NEI) and its stated goal of doubling U.S. exports over five years (2010-2014, as compared to 2009 level) to support the creation of jobs and help the United States recover from a protracted severe global financial economic crisis.

Strategic Goal 5: Support American prosperity through economic diplomacy								
Strategic Priority		Promote Exports and Support U.S. Business						
Active Performance Indicator		NEW APP INDICATOR: Number of commercial and economic policy advocacy activities by embassy staff on behalf of U.S. businesses that led to the completion of transactional deals, investment dispute settlements, or resulted in foreign government economic policy changes.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	592 (Baseline) New Indicator, No Rating	680	787 ▲ Above Target	15 percent over FY2012: 800	15 percent over FY2013: 920
Reason for Exceeding Target		The Economic Statecraft initiative has emphasized the central role of economics in U.S. foreign policy. The Department has made great efforts to communicate our need to redouble efforts to support U.S. businesses through commercial advocacy and engage with foreign governments to ensure a level playing field for U.S. firms.						

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Impact	We estimate the value of these successes to be approximately USD 13 billion. Because the growth of the U.S. exports is related to job growth in the United States, we believe that the Department's efforts help to improve the domestic U.S. economy, particularly with the employment of U.S. workers.
Methodology	We collect data submitted via quarterly submissions by posts and break it down by category within the APG.
Data Source and Quality	Data is collected directly from U.S. Missions overseas. Because we are measuring concrete results of our efforts, we believe the data quality measuring commercial activities leading to success stories is high.

Justification of Request

The FY 2014 Request of \$29.6 million will support key initiatives and maintain current services. This request includes a decrease of \$1 million from the FY 2012 Actual level. The net reduction reflects realignment of funding for the Special Envoy for Eurasian Energy Affairs (S/EEE) and Special Coordinator for International Energy Affairs (S/CIEA), as those offices were transferred to the Bureau of Energy Resources when that Bureau was created. The FY 2014 Request also reflects increases for inflation and cost of living adjustments, as well as administrative savings from reductions in contracts, printing, travel, and supplies.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos Total	Bureau	American	Funds
	CS	FS Dom	Overseas			Managed	Salaries	Total
FY 2012 Actual	111	79	0	0	190	7,605	23,039	30,644
FY 2013 Estimate	111	79	0	0	190	7,236	23,039	30,275
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	14	219	233
Domestic Inflation	0	0	0	0	0	82	0	82
S/CIEA Transfer to ENR	0	0	0	0	0	(798)	0	(798)
S/EEE Transfer to ENR	0	0	0	0	0	(193)	0	(193)
Total Built-in Changes	0	0	0	0	0	(895)	219	(676)
FY 2014 Current Services	111	79	0	0	190	6,341	23,258	29,599
FY 2014 Request	111	79	0	0	190	6,341	23,258	29,599

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Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau for Economic and Business Affairs (EEB)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Coordinator for Business Affairs	9	0	2,038	10	0	2,000	11	0	1,920	2	0	(118)
Deputy Assistant Secretary for International Communications & Info Policy	27	0	5,801	28	0	5,730	28	0	5,599	1	0	(202)
Deputy Assistant Secretary for International Finance and Development	40	0	5,427	40	0	5,389	40	0	5,340	0	0	(87)
Deputy Assistant Secretary for Trade Policy and Programs	45	0	7,476	45	0	7,388	45	0	7,228	0	0	(248)
Deputy Assistant Secretary for Transportation Affairs	13	0	1,824	13	0	1,801	13	0	1,758	0	0	(66)
Office of the Assistant Secretary	29	0	4,308	27	0	4,243	26	0	4,115	(3)	0	(193)
Policy Analysis and Public Diplomacy	7	0	687	7	0	683	7	0	679	0	0	(8)
Terrorism Finance and Economic Sanctions Policy	20	0	3,083	20	0	3,041	20	0	2,960	0	0	(123)
Total	190	0	30,644	190	0	30,275	190	0	29,599	0	0	(1,045)

Funds by Object Class

(\$ in thousands)

Bureau for Economic and Business Affairs (EEB)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	18,921	18,921	19,013	92
1200 Personnel Benefits	4,873	4,873	4,907	34
2100 Travel & Trans of Persons	3,113	2,862	2,508	(605)
2200 Transportation of Things	15	15	13	(2)
2300 Rents, Comm & Utilities	736	736	645	(91)
2400 Printing & Reproduction	49	49	43	(6)
2500 Other Services	2,024	2,109	1,848	(176)
2600 Supplies and Materials	527	510	447	(80)
3100 Personal Property	386	200	175	(211)
Total	30,644	30,275	29,599	(1,045)

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Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	63	63	63	0
Enduring Funds	12,853	11,968	13,211	358

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

Energy security is vital to U.S. national security, encompassing a complex range of economic, environment, foreign policy, and development priorities that affect domestic and international policy. The recognition of the importance of energy policy to U.S. strategic interests was the foundation for the first Quadrennial Diplomacy and Development Review's (QDDR) recommendation to create a new Bureau of Energy Resources (ENR). The QDDR provided an invaluable mandate to reorganize the Department's energy-related assets to advance U.S. energy security, foreign policy, national competitiveness, economic development and environmental diplomacy interests worldwide during the years to come.

ENR leads the State Department in the whole of government effort to promote international energy security. ENR provides leadership and strategic guidance to ensure advancing energy security is fully integrated into the U.S. foreign policy agenda. ENR seeks to assure stable, secure, affordable, and diverse supplies of energy for the American people. ENR also oversees broader efforts to enhance commercial opportunities for U.S. firms, including for emergent technologies, through geopolitical engagement, and fostering the development of sound market environments. To achieve these ends, ENR principals engage political, commercial, and civil society leaders to diplomatically advance U.S. energy interests.

Since its creation in October 2011, ENR continues to provide guidance to the Secretary and the U.S. interagency in aligning energy sector issues with broader U.S. foreign policy objectives and developing a coordinated message for U.S. engagement on these issues.

Energy Diplomacy (EDP)

EDP focuses on managing the geopolitics of energy. EDP has skillfully managed and led diplomatic efforts around the world from the most remote and challenging regions, such as the Arctic, to the resource fueled disputes in the South China Sea to Iraq-Turkey oil and gas export issues. EDP also works to promote a stable supply in global markets by diplomatically engaging with Iraq and other key producers to restore their production capabilities and through engagement with European partners on projects like the Southern Corridor to promote diversity of supply. Finally, EDP has led the interagency effort on the energy aspects of Iran sanctions to promote compliance with the National Defense Authorization Act (NDAA).

Energy Transformation (ETR)

Access to sustainable and secure sources of energy is fundamental to global economic growth, prosperity, and stability. A strategic focus of ENR is to stimulate private investment in order to advance the transformation of current energy systems to expand access and market opportunity for American companies. Global commercial opportunity for power generation to 2035 is estimated to total nearly \$17 trillion and ETR is working to ensure that American companies are well positioned for the opportunity.

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To make this happen, ETR is also focusing on promoting competition, viable power sectors, and preventing monopolies. Removing economic barriers and unfair practices is a high priority to create a level playing field. Additionally, ETR encourages regional approaches to transmission grid interconnection and market development to help create larger markets, enhance system reliability and energy efficiency, and facilitate the integration and trade of electricity from renewable technologies.

Energy Governance and Access (EGA)

Access to reliable, affordable electricity is critical to economic growth, energy security, and to the creation of new markets for U.S. goods and services. ENR leads U.S. Government efforts to promote commercially viable models to expand energy access to those without it, and to help the people of energy-rich countries realize the benefits of those resources. Improving sector governance, transparency and accountability increases prospects for economic growth, improves democratic prospects, reduces the potential for resource-fueled conflict, and helps U.S. businesses compete and operate in resource-rich states. ENR expanded support for the Energy Industry Transparency Initiative among resource rich countries, promoting good governance and revenue transparency. EGA also works to expand access to electricity for the 1.3 billion people globally without it, in a sustainable, commercially-viable manner.

Performance

ENR initiatives will enhance country capacity to develop enabling environments to unlock private capital investments in energy access, efficiency, and renewable technology-related projects.

Strategic Goal 5: Support American prosperity through economic diplomacy					
Strategic Priority	Energy Security				
Active Performance Indicator	Implementation of policies promoting sustainable energy technology to help the 1.3 billion people who currently lack access to modern energy				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
N/A	N/A	N/A	N/A	New Indicator, No Rating	◀▶ On Target
TARGETS AND RESULTS					
FY 2014 Target	In support of SE4ALL, apply replicable business models developed in FY 2013 to the two countries' respective regions.				
FY 2013 Target	In support of SE4ALL, develop a multi-stakeholder business model in Ghana and one other country that can address financing risks and overcome obstacles to project lending and technology commercialization for off-grid clean energy projects.				
FY 2012 Target	Develop a G-20 diplomatic support strategy, including the U.S. role in phasing out fossil fuel subsidies in key countries while also introducing targeted subsidies for the poorest. Build resources and capacity to implement projects to merge entrepreneurship, technology and viable markets. Identify foreign aid strategies to make viable commercial investment strategies in Haiti and India. Develop a coordinated international strategy to help poor countries develop commercially viable models for energy access.				

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FY 2012 Rating and Result	<p>Rating: On Target</p> <p>ENR has taken a leadership role in formulating the strategy for the SE4ALL initiative. 65 nations have engaged with SE4ALL and are developing energy plans to address energy access, efficiency, and renewables. The initiative is prioritizing early stage countries for initial projects to demonstrate financially sound energy access strategies. With the Haiti Special Coordinator, ENR supported development of the Caracol Industrial Park, and provided technical advice to guide Haitian Government investments in energy projects. ENR has been developing replicable business models for financing small-scale off-grid electricity access in India and Ghana and is developing program details. The U.S. engaged G-20 partners to reaffirm the group’s commitment to phasing out inefficient fossil fuel subsidies and is involved in developing strategies to do so.</p>
Impact	<p>ENR influence and activities focus on moving the international community toward sustainable development, energy access, and economic growth. SE4ALL is an important opportunity for the international community to address these issues. SE4ALL, Connect 2022, and targeted bilateral engagements create a framework for expanding energy access via improving economics and lessening environmental impact.</p>
FY 2011 Rating and Result	<p>Rating: New Indicator, No Rating</p>
FY 2010 Rating and Result	<p>Rating: N/A</p>
FY 2009 Rating and Result	<p>Rating: N/A</p>
FY 2008 Rating and Result	<p>Rating: N/A</p>
FY 2007 Rating and Result	<p>Rating: N/A</p>
VERIFICATION AND VALIDATION	
Methodology	<p>FY2012: progress documented in the June 20, 2012 factsheet, U.S. Support for the Sustainable Energy For All Global Action Agenda. Indicator's 1.3 billion figure is referenced in the IEA’s “Energy for All: Financing Access for the Poor” report. The World Bank’s Sustainable Energy Department to produce a baseline report with associated “Sustainable Energy for All Global Tracking Framework” co-led by the World Bank/ESMAP and the IEA.</p>
Data Source and Quality	<p>http://www.state.gov/r/pa/prs/ps/2012/06/193500.htm, http://www.sustainableenergyforall.org/, https://www.fbo.gov/index?s=opportunity&mode=form&id=3bde228768bda2713e3366ee124b9153&tab=core&_cview=0 ENR often relies on externally generated and validated data sets from the International Energy Agency (IEA) and Energy Information Administration. No significant data limitations; ENR focusing and tightening target language for FY2013 and beyond.</p>

Transparency will be a key principle to expand engagement and good governance in the energy sector. The Energy Industry Transparency Initiative (EITI) is a globally developed standard that promotes revenue transparency at the country level.

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Strategic Goal 5: Support American prosperity through economic diplomacy					
Strategic Priority	Energy Security				
Active Performance Indicator	Transparency and governance principles are adopted by the international community.				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
N/A	N/A	N/A	N/A	New Indicator, No Rating	◀▶ On Target
TARGETS AND RESULTS					
FY 2014 Target	There is a 4 percent increase in the number of countries that have declared their intention to implement EITI over the previous fiscal year.				
FY 2013 Target	There is a 4 percent increase in the number of countries that have declared their intention to implement EITI over the previous fiscal year.				
FY 2012 Target	Gain G-20 support for the principles underlying the Energy Security Through Transparency (ESTT) Act. Expand cooperation on EITI, working to expand application of EITI among major resource rich nations. Engage China on advocating EITI principles in its investments and engagement in Africa, Asia, and Latin America.				
FY 2012 Rating and Result	<p>Rating: On Target Though ESTT Act does not exist as a standalone law, the principles of disclosure of payments made to governments were embedded in Dodd-Frank Section 1504. ENR has strongly supported wider institutional adoption of similar standards, including since final rules from the SEC were released late in FY 2012. The EU is considering such a move, with the Department's support. The G-20 Anti-Corruption Action Plan reiterates support for the implementation of the EITI. Support for EITI among resource-rich nations continues to expand, with two new countries found compliant in FY 2012, one admitted as a candidate country, and two more declaring their intention to implement. ENR engages on transparency in nearly all bilateral interactions with foreign governments.</p>				
Impact	Declaring intention to implement EITI is one of a multi-step process to becoming an EITI candidate country. EITI is a globally developed standard that promotes revenue transparency at the local level.				
FY 2011 Rating and Result	Rating: New Indicator, No Rating N/A				
FY 2010 Rating and Result	Rating: N/A				
FY 2009 Rating and Result	Rating: N/A				
FY 2008 Rating and Result	Rating: N/A				
FY 2007 Rating and Result	Rating: N/A				

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VERIFICATION AND VALIDATION	
Methodology	Declaration of intent to join is publicly announced, generally by the head of government, and is documented on the EITI website.
Data Source and Quality	http://eiti.org/ No significant data limitations.

Justification of Request

The FY 2014 Request of \$13.2 million supports ENR's key initiatives and represents an increase of \$358,000 over the FY 2012 Actual level. This net increase reflects the transfer of the Special Coordinator for International Energy Affairs (S/CIEA) and Special Envoy for Eurasian Energy Affairs (S/EEE) from the Bureau of Economic and Business Affairs, as well as inflationary and cost of living adjustments. Reductions for administrative savings in travel and contracts offset a portion of the increase.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2012 Actual	42	21	0	0	63	5,307	7,546	12,853
FY 2013 Estimate	42	21	0	0	63	4,422	7,546	11,968
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	3	53	56
Domestic Inflation	0	0	0	0	0	196	0	196
S/CIEA Base Transfer from EB	0	0	0	0	0	798	0	798
S/EEE Base Transfer from EB	0	0	0	0	0	193	0	193
Total Built-in Changes	0	0	0	0	0	1,190	53	1,243
FY 2014 Current Services	42	21	0	0	63	5,612	7,599	13,211
FY 2014 Request	42	21	0	0	63	5,612	7,599	13,211

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Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau for Energy Resources (ENR)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Deputy Assistant Secretary for Energy Diplomacy	25	0	2,523	17	0	2,304	17	0	2,610	(8)	0	87
Deputy Assistant Secretary for Energy Governance and Access	17	0	2,088	16	0	1,965	16	0	2,140	(1)	0	52
Deputy Assistant Secretary for Energy Transformation	15	0	2,683	13	0	2,479	13	0	2,764	(2)	0	81
Office of the Assistant Secretary	6	0	5,559	17	0	5,220	17	0	5,697	11	0	138
Total	63	0	12,853	63	0	11,968	63	0	13,211	0	0	358

Funds by Object Class

(\$ in thousands)

Bureau for Energy Resources (ENR)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	2,029	2,103	2,170	141
1200 Personnel Benefits	1,404	1,432	1,462	58
2100 Travel & Trans of Persons	3,524	3,324	3,713	189
2200 Transportation of Things	80	93	102	22
2300 Rents, Comm & Utilities	127	145	159	32
2400 Printing & Reproduction	44	48	51	7
2500 Other Services	5,632	4,802	5,527	(105)
2600 Supplies and Materials	13	21	27	14
Total	12,853	11,968	13,211	358

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Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	552	552	552	0
Enduring Funds	274,707	271,720	276,053	1,346

The FY 2014 Request continues the Department's Consular Realignment Initiative. Bureau specific consular costs have been shifted to the Border Security Program (BSP) and will be funded with consular fees.

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

Information Technology (IT) is critical to the Department of State's diplomatic and consular missions. The Bureau of Information Resource Management (IRM) supports the effective and efficient creation, collection, processing, transmission, dissemination, storage, and disposition of information required to formulate and execute U.S. foreign policy and to manage the Department's daily operations. The information requirements of the President, the Secretary of State, the Department and its overseas missions, as well as 40 other U.S. Agencies in U.S. diplomatic missions overseas, drive the operations of IRM. Carrying out U.S. foreign policy in an increasingly interdependent, rapidly changing, and information-intensive environment constantly presents new challenges. To meet these challenges, the Department needs secure modern technology to:

1. Provide timely and accurate decision support information.
2. Analyze this decision support information.
3. Disseminate this information throughout the Foreign Affairs community and beyond for use in executing the mission of the Department.

The Chief Information Officer's (CIO) strategy for FY 2014 is provided in the Functional Bureau Strategy (FBS).

- **Strategic Goal 1 - Digital Diplomacy: Collaboration, Information and Integration** By the end of the planning horizon, virtually all diplomatic and development activities will be supported directly and visibly by Digital Diplomacy, including social media and collaborative knowledge creation and information sharing.
- **Strategic Goal 2: Mobile Diplomacy: Access Anytime, Anywhere** - Reliable and secure mobile access to information and systems will be provided for everyone who needs it.
- **Strategic Goal 3: Global Infrastructure Environment to Support Worldwide IT Operations** - All IT solutions and information will be available via cloud computing and the Foreign Affairs Network.

The mission of IRM is to provide the IT backbone and infrastructure services to support the Department's mission requirements and to provide IT leadership and innovation to inspire excellence in all IT initiatives. IRM's services support all bureaus and posts worldwide, including other U.S. Agencies

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operating overseas. IRM's activities have become critical to the Department's mission, because modern diplomacy and development are increasingly dependent on information technology.

IRM focuses its efforts on priorities dictated by the Department's foreign policy and development requirements. IRM's strategic goals and objectives are tied directly to the Department's Strategic and Sustainability Plans, and the Quadrennial Diplomacy and Development Review (QDDR). The push for interagency collaboration, drive for innovation, heightened focus on cyber security, and recognition of the importance of public diplomacy are among the key elements of the QDDR that affect IRM's priorities. The QDDR acknowledges the vital role of IT explicitly in the statement "to ensure that all State employees have access to the most effective locally available personal communication technology."

IRM's priorities also reflect Government-wide initiatives such as the Department's Data Center Consolidation Initiative, shifting to lightweight technologies such as cloud computing, the Department's Shared-First Services Strategy, and rationalizing the use of centralized commodity IT. These initiatives will allow the Department to achieve lower prices and better acquisition strategies that will support modernization as new approaches become available.

As the provider of global IT infrastructure for the Department and the Foreign Affairs community, IRM is responsible for the ongoing provision and maintenance of the requisite infrastructure and toolsets called for in the IT Strategic Plan (ITSP) to support the conduct of U.S. diplomacy in this information age. The IRM program includes the following major activities:

Program Descriptions by FBS Goal:

Goal 1: Digital Diplomacy – Collaboration, Information and Integration

Goal 1 brings together a range of tools and methods for creating, packaging, and sharing information throughout the Department and with external partners and audiences worldwide. These tools enable people to collaborate via social networking from multiple locations in numerous languages. The intent is to create an environment where the use of these tools is ingrained in the Department's culture and day-to-day activities. The Department will also apply next generation innovative tools for information and data management to maximize the value of structured and unstructured data. Moving from traditional data warehousing to cloud analytics will leverage the investment and advances made in our global infrastructure environment and the Foreign Affairs Network (FAN) initiative. This transition will position the Department to adapt next generation collaboration and information management tools to securely keep pace with the growth of data demand required to execute our mission, including tools for search and retrieval, customer relationship management, professional networking, geographic information systems, and biographical data analysis.

IRM supports worldwide systems and applications for the purpose of information sharing and collaboration, including core foreign affairs systems supporting the Secretary and principal officers. IRM operates and maintains the Department's global classified and unclassified infrastructure and networks upon which all functional and management systems of the Department depend for IT communication. The key components of the infrastructure include a global telecommunications network, system integration/data interchange platforms, mobile access for the diplomatic workforce, and the requisite security controls.

Collaboration and Social Networking Tools

The Department has aggressively employed Social Networking and Collaboration tools and concepts in advancing the U.S. diplomatic and consular agenda, and in strengthening management operations. For example, within the Department, IRM maintains and enhances Diplopedia, a wiki-based "encyclopedia of

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the Department,” which is extensively used by employees domestically and around the world to efficiently share and access information about a vast range of foreign affairs and management issues. Additionally, three other applications (Communities @ State, an internal blogging program; Corridor, an internal professional networking application; and The Sounding Board, an internal ideas platform) all help to enhance diplomatic initiatives by providing effective employee collaboration and information sharing capabilities. Moreover, the Department is furthering its diplomatic objectives through facilitating the use of social media tools with diplomatic partners, including the officials and diplomats of other nations, non-governmental organizations (NGOs) and businesses. The continued support of the Department’s social networking and collaboration programs does much to further successful American diplomacy in today’s more integrated, open, fast-paced, and information intensive era of diplomacy. At the same time, it enhances the effectiveness and efficiency of the Department’s operations, as well as the capabilities of, and the quality of life for American diplomats.

Messaging

The Main State Messaging Center provides the primary distribution of archival messages to/from the Department and its annexes along with distribution to over 60 U.S. Government agencies in a variety of formats tailored to customer requirements. Worldwide Messaging Application (WMA) ensures all Department communications are created, distributed and archived within WMA with carefully applied and controlled parameters and business processing rules that ensure the integrity, security, authority, retention, timeliness, and delivery of each message. Application requirements derived from the security and important work supported by the system dictate that overseas posts and domestic offices remain accessible and always online. Technically, the WMA command and control functions are roles-based, using sophisticated assessment and distribution algorithms, and comprehensive dissemination profiles to assure distribution of critical information. Message distribution is determined by the WMA core engine, and transported using email distribution tools to capture the benefits of an email transport mechanism. Thus, the WMA design merges two previously disparate systems: the command and control messaging rules and procedures, and the Department’s transport connectivity and infrastructure.

Enterprise Data Warehouse

The Enterprise Data Warehouse (EDW) is one of eight critical management reform initiatives identified by the Department’s senior management. The EDW will serve as the primary repository for corporate information for the Department’s historical data. It will contain accurate, relevant, and near real-time data that has been automatically extracted from multiple data systems in the Department. The EDW improves the trending and forecasting capabilities of the Department and increases the value of data. The EDW highlights potential data quality issues in current and potential source systems, which facilitates data standardization and strengthens governance of the Department’s data. In addition, the EDW will provide senior leadership with the ability to make better management decisions, more quickly, with more timely and accurate information. Data is the key to organizational intelligence, and as more information systems are integrated into the warehouse the decision making capability becomes more intelligent and robust. Programs, such as Enterprise Data Architecture and Enterprise Application Integration will ensure that the EDW is accurate and accessible.

Goal 2: Mobile Diplomacy

Goal 2 will build a more efficient and effective digital environment that enables the increasing mobile workforce to access high-quality/value digital government information and services anywhere, anytime, on any device (data, applications, services, online communities). The Department plans to provide nearly all end users with standard, commercial mobile technology to enable them to access resources from anywhere. A flexible and powerful suite of end-user devices will be available, and the Department will establish a process for rapid approval and adoption of a device agnostic approach.

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Mobile Computing

Mobile Computing (MC) allows the Department employee's access to OpenNet via laptop, hand-held devices, and desktop computers. Mobile Computing services include Blackberry Enterprise Server (BES), Global OpenNet (GO), and Secure Dial-in (SDI). The ability to access OpenNet and to send and receive communications reliably while out of the office and/or while on travel has become a high priority for the Department. Mobile Computing provides the technology, infrastructure, and Help Desk, that supports the Department's congressionally mandated Telework program. To meet the needs of rapidly changing technology, Mobile Computing will continue to explore new mobile communication methods and tools to securely satisfy the needs of the Mobile Diplomat through a wireless device agnostic approach and new application delivery infrastructure.

Information Technology Infrastructure

To meet the needs of all diplomatic and consular missions overseas, IRM's worldwide IT infrastructure services include:

- Secure classified and unclassified telecommunications between Washington, D.C. and posts overseas.
- Data processing, communication, and message centers at Headquarters and abroad.
- Mail and pouch services.
- Special communications support for the Secretary and the President at meetings abroad.
- Global secure voice (telephone and radio) and teleconferencing services.

In these cost conscious times IRM initiated the consolidation of networks and implementation of Virtual Private Networks (VPNs). IRM continues to provide a secure global network accessible by the Mobile Diplomat, safe from intentional attacks, and provides the Department with a high availability for mission critical applications through joint engineering of the next generation of digital communications infrastructure. The Department's global telecommunications network is the vital and critical link in supporting the mission of front line diplomatic and consular personnel as well as providing mission and IT services to all agencies under Chief of Mission overseas.

Goal 3: Global Infrastructure Environment to Support Worldwide IT Operations

Goal 3 calls for the next generation of a global IT infrastructure. To accomplish this goal, IRM will take maximum advantage of advances in networking, virtualization, storage, server and processing platforms, and application services. This goal will leverage the Department's centrally managed IT infrastructure to provide the foundation for cloud computing. The cloud will link together the Department's primary data centers within a redesigned global network to offer the following benefits which include:

- "Always on" availability through redundancy, automatic failover, and dynamic workload sharing and scalability.
- Simplicity for end-users with support for a wide variety of end-user devices.
- Virtual information repository with all corporate information available to any authorized person regardless of location, using an enterprise data warehouse to eliminate the balkanization of information.
- Enhanced security through central identity and access management, and no need for sensitive data to be stored at vulnerable overseas posts.

Cloud Computing

To achieve a cloud computing environment, IRM will fully mature the ESOC Hosting services into a private cloud capability, leveraging the public cloud where applicable, to include a customer facing self service portal integrated with an automated provisioning process and automated monitoring and reporting

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to support customer service level reporting. It will also establish a Development Network environment to provide a consolidated Enterprise-wide, secure, managed solution for the set up and use of development and test environments. The service will include regular status reporting for ESOC services, as well as capacity metrics, Customer outreach for products and services, timely, smooth coordination of IT Change Control Board (IT-CCB) and Information Assurance (IA) submissions resulting in secure systems, governance and best practices standards.

Foreign Affairs Network (FAN) / IT Transformation Initiative (ITTI)

The Foreign Affairs Network (FAN) is a transformation of the Department's existing sensitive but unclassified (SBU) network and will provide an updated and consolidated network platform that will be available to 40 plus U.S. agencies operating overseas under Chief of Mission Authority. The FAN will help improve the U.S. Government's overseas IT efficiency, effectiveness, and security, and enhance interagency collaboration and information sharing. The Department has identified several areas of opportunity to reduce duplication of effort, support, and infrastructure as it relates to providing network services to its personnel operating on foreign soil. Additionally, these services are extended to other U.S. agencies operating overseas, providing further economies of scale. The FAN initiative includes six projects that together will update the Department's sensitive but unclassified (SBU) and classified networks. The six projects are:

- State and U.S. Agency for International Development (USAID) IT Transformation Initiative (ITTI).
- Regionalization of IT services, staff, and technology.
- Network infrastructure upgrade through the Next Generation Enterprise Network (NexGEN) project.
- Transition from IPv4 to IPv6 in compliance with OMB's mandate.
- Disaster recovery services modernization through the Data Off-Shoring project.
- FAN governance and support.

Data Center Consolidation

The Data Center Consolidation initiative is the further consolidation of Department-wide IT infrastructure, including sites, systems, servers, data, applications, and staff where appropriate, and providing enterprise hardware and software support to major IRM, Department, and Federal IT initiatives, such as the Federal Data Center Consolidation Initiative (FDCCI), the Agency Sustainability Program, IT Consolidation, Enterprise e-Mail, Enterprise SharePoint, State Messaging and Archival Retrieval Toolset (SMART), Global OpenNet (GO), Global IT Modernization Program (GITM), Perimeter Security, and Secret Internet Protocol Routing Network (SiprNet). The Department continues to consolidate multiple data centers into ESOC East to achieve economies of scale for services, support and efficiencies. The ESOC is averaging over 30 percent growth in services provided over a four year period.

Performance

The Department's initiative to convert its physical servers into "virtual" servers increases its computing capability in order to meet high user demand while containing costs, consumption of electricity and its carbon dioxide footprint. This indicator measures the percentage of the Department's physical servers virtualized.

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Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Information Technology						
Active Performance Indicator		Meet increased computing demands and improves energy efficiency through an increased percentage of relevant Department servers virtualized and cloud computing efforts.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	New Indicator, No Rating	25% ◀▶ On Target	40%	40% ◀▶ On Target	60%	70%
Impact		Server virtualization is on target and meeting the metrics found in the Department's Federal Data Center Consolidation Plan.						
Methodology		Track and report on server virtualization progress across IRM and other stakeholders programs.						
Data Source and Quality		IRM provides a report of what can be virtualized and is virtualized on an annual basis from its operational programs. Obtained from operational programs. Data quality assessments revealed no significant data limitations.						

The Department's Data Center Consolidation initiative facilitates continuity of operations, strengthens security and risk management of Department data and infrastructure, creates operational efficiencies, and leverages technical and geographic standardization. The initiative allows IRM to offer infrastructure, platform and application services to stakeholders in a manner that contains costs while leveraging cloud computing. This indicator measures the percentage of the Department's primary Data Centers migrated, closed, or consolidated into two primary and two specialized data centers.

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Strategic Goal 7: Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally								
Strategic Priority		Information Technology						
Active Performance Indicator		Percentage of the Department's eleven primary data centers migrated, closed, or consolidated into two primary and two specialized data centers						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	New Indicator, No Rating	55% ◀▶ On Target	66%	66% ◀▶ On Target	80%	90%
Impact		On target and meeting the metrics in the Department's Federal Data Center Consolidation Plan.						
Methodology		The Department identified existing primary datacenters and then established sites, scope and schedules for migration, closure and consolidation within the Federal Data Center Consolidation (FDCC) plan to serve as a baseline Department-wide consolidation strategy. This plan will be used to measure success towards this indicator.						
Data Source and Quality		The Department's FY 2010 FDCC plan, which delineates the current schedule through FY 2015 and is updated quarterly based on results. Data quality is based on FDCC plan reporting. Data quality assessment revealed no significant data limitations.						

Justification of Request

The Department's FY 2014 Request for the Bureau of Information Resources Management is \$276 million. This represents a \$1.3 million increase over the FY 2012 actual funding level, which supports engineering and design, the data center consolidation initiative, solutions to better manage the rapidly increasing demand for information, and shared services. The FY 2014 Request includes \$5.5 million for Global Network Services and \$3.5 million for Emergency and Security Communication. The bureau has absorbed wage and price increases.

BUREAU OF INFORMATION RESOURCE MANAGEMENT

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	381	170	1	0	552	208,811	65,896	274,707
FY 2013 Estimate	381	170	1	0	552	205,824	65,896	271,720
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(2,266)	0	(2,266)
American COLA	0	0	0	0	0	691	642	1,333
Domestic Inflation	0	0	0	0	0	2,266	0	2,266
Total Built-in Changes	0	0	0	0	0	691	642	1,333
FY 2014 Current Services	381	170	1	0	552	206,515	66,538	273,053
FY 2014 Program Changes								
Consular Realignment - Shift to BSP Fees	0	0	0	0	0	(6,000)	0	(6,000)
Emergency and Security Communications	0	0	0	0	0	3,500	0	3,500
Global Network Services	0	0	0	0	0	5,500	0	5,500
Total Program Changes	0	0	0	0	0	3,000	0	3,000
FY 2014 Request	381	170	1	0	552	209,515	66,538	276,053

BUREAU OF INFORMATION RESOURCE MANAGEMENT

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Information Resource Management (IRM)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Chief Information Officer	26	0	23,144	26	0	22,831	26	0	23,230	0	0	86
Deputy CIO for Business, Planning, and Customer Service	3	0	811	3	0	808	3	0	817	0	0	6
Deputy CIO for Operations	7	0	797	7	0	794	7	0	803	0	0	6
Director Customer Service	3	0	1,795	3	0	1,778	3	0	1,805	0	0	10
Director E-Diplomacy	45	0	7,713	45	0	7,655	45	0	7,762	0	0	49
Director Enterprise Network Management	40	0	82,295	40	0	81,189	40	0	82,605	0	0	310
Director Information Assurance	33	0	3,784	33	0	3,783	33	0	3,821	0	0	37
Director Infrastructure	81	0	40,877	81	0	40,292	81	0	41,014	0	0	137
Director Messaging	113	0	47,743	113	0	47,253	113	0	47,989	0	0	246
Director Program Management and Analysis	8	0	2,757	8	0	2,726	8	0	2,770	0	0	13
Director Systems Integration	86	0	42,943	86	0	42,726	86	0	43,265	0	0	322
Governance, Resource, and Performance Management	34	0	5,552	34	0	5,508	34	0	5,587	0	0	35
Project Services Office	14	0	2,984	14	0	2,959	14	0	3,002	0	0	18
Regional Information Centers	28	0	4,546	28	0	4,516	28	0	4,577	0	0	31
Strategic Planning office	31	0	6,966	31	0	6,902	31	0	7,006	0	0	40
Total	552	0	274,707	552	0	271,720	552	0	276,053	0	0	1,346

Funds by Object Class

(\$ in thousands)

Bureau of Information Resource Management (IRM)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	59,053	58,993	59,602	549
1200 Personnel Benefits	13,110	13,080	13,224	114
2100 Travel & Trans of Persons	5,872	5,788	5,892	20
2200 Transportation of Things	4,178	4,118	4,192	14
2300 Rents, Comm & Utilities	29,825	29,398	29,925	100
2500 Other Services	79,677	78,538	79,946	269
2600 Supplies and Materials	14,048	13,847	14,095	47
3100 Personal Property	68,944	67,958	69,177	233
Total	274,707	271,720	276,053	1,346

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BUREAU OF INTELLIGENCE AND RESEARCH

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	337	337	337	0
Enduring Funds	67,236	60,721	63,430	(3,806)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Intelligence and Research (INR) is an integral part of the Department of State and a member of the Intelligence Community (IC). INR ensures that well-informed and independent analysis informs foreign policy decisions and that intelligence and counterintelligence activities support America's foreign policy. INR provides all-source analysis to the Secretary of State and other State Department policymakers, including ambassadors, special negotiators, country directors, and desk officers.

The Secretary's global agenda determines INR's priorities. From Arab Spring events and nuclear proliferation in Iran and North Korea, to narco-violence in Mexico, new cyber threats, and humanitarian emergencies in Syria and Africa – INR provides policymakers with up-to-the-minute information on fast-breaking events and analyzes longer trends and emerging issues that may undermine U.S. efforts to promote international peace, security, and economic and commercial development.

INR's Civil Service and Foreign Service Officers continuously support diplomatic operations, supplying policymakers with intelligence and analysis directly related to multiple, complex and threatening environments. INR ensures that intelligence resources are used wisely and support the highest priorities.

INR's ability to carry out its mission rests on three pillars:

All-Source Analysis: INR is one of three all-source analytical units in the IC. INR analysts focus primarily on supporting diplomats and diplomacy with a wide range of information and analyses. INR participates in the production of joint IC products, usually under the auspices of the National Intelligence Council, and in the drafting and coordinating of articles for the President's Daily Briefing (PDB).

Intelligence Policy and Coordination: INR coordinates with the IC to ensure that intelligence activities (collection and operations) support and are informed by foreign policy. Within the State Department, INR coordinates policy review of sensitive intelligence, counterintelligence, and law enforcement activities to ensure that they are consistent with foreign policy interests. INR also represents the State Department's interests in the formulation of intelligence policy by the Office of the Director of National Intelligence (ODNI) and other elements of the IC.

Analytic Outreach: INR is the IC's Executive Agent for Analytic Outreach. INR's Analytic Exchange Program provides analysts and policymakers with perspectives from thousands of outside experts from the private sector, academia, and non-governmental organizations on the most challenging current and emerging foreign policy and intelligence issues. INR manages the IC Associates Program, the Title VIII grant program on Eurasia and East Europe, and the Global Futures Forum.

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INR is the Department's principal liaison with the ODNI. Since the creation of the ODNI, there have been many changes in the IC – more attention to customer needs, new standards for information sharing, and initiatives regarding cyber security, insider threat detection, and analytic collaboration and standards. INR personnel participate in a wide variety of IC working groups and committees and actively participate in the production of IC assessments and analyses, including the PDB.

INR employs performance metrics to measure success. Specifically, INR regularly gauges how it is meeting policymakers' needs and Department priorities, and how its performance influences resource decisions. INR annually surveys how customers view its support and identifies areas for improvement. This survey indicates that INR customers find that it provides unique, timely, and valuable information. Survey results, as well as feedback from Assistant Secretaries and other senior staff, led INR to develop e-Intel, which is the initiative to disseminate intelligence electronically to policymakers. Over 530 users from 30 bureaus or offices within the Department now have access to e-Intel; through continued partnering and collaboration INR will expand the use of e-Intel. INR plans to complement its customer satisfaction surveys with other feedback mechanisms to gain actionable input to ensure INR products and services provide decision advantage and foster 21st century statecraft. INR also uses a series of measures to track its performance on polling, intelligence policy and coordination, outreach, security (including counter-intelligence), secure information sharing, and information technology infrastructure targets. INR regularly updates its performance metrics to ensure the measures provide useful data.

Priorities in FY 2014 include:

- Track and analyze issues that may undermine efforts to promote peace and security such as terrorism, the spread of Weapons of Mass Destruction (WMD), mass atrocities, and trafficking in humans and illicit drugs;
- Provide all-source analyses and assessments that examine trends in governance, democracy and human rights, and assess domestic policies and leadership performance in countries of interest;
- Prepare all-source analysis and coordinate on IC analyses of cyber issues for senior policymakers; provide intelligence support to the Office of the Coordinator for Cyber Issues and other Department policymakers; and coordinate intelligence-related cyber issues with the IC and other Federal agencies;
- Serve as the Executive Agent of the Director of National Intelligence to promote and facilitate collaboration between non-U.S. Government experts and Department policymakers and IC analysts;
- Play a key role in the IC to optimize intelligence collection and requirements so that current and future diplomatic information needs are met, resulting in enhanced intelligence support for policymakers;
- Serve as a leader in the U.S. Government for unique foreign public opinion and media research to inform the U.S. Government's public diplomacy initiatives;
- Increase collaboration and information sharing on humanitarian issues and complex emergencies worldwide through the interagency Humanitarian Information Unit;
- Strengthen analytic tools and tradecraft to produce more cogent, rigorous and accurate assessments;
- Create and maintain a diverse and agile workforce through recruitment, training, and professional development in support of the national security mission;
- Enhance the protection of sensitive compartmented information whether it resides on paper or in electronic media;
- Enhance the Department's Continuity of Operations (COOP) capabilities to ensure policymakers receive continuous intelligence support in the event of a crisis;

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- Enhance enterprise audit and insider threat detection capabilities; and
- Enhance information sharing, operational effectiveness and decision making via e-Intel which provides Top Secret information to cleared policymakers at their desktops.

Performance

INR's mission is to ensure that well-informed and independent analysis informs foreign policy decisions and that intelligence and counterintelligence activities support America's foreign policy. INR depends on customer feedback to understand how well it's accomplishing this mission.

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world								
Strategic Priority		Conflict Prevention, Mitigation, and Response						
Active Performance Indicator		NEW APP INDICATOR: 90 percent of INR's Department of State customer survey respondents rate INR's analytic products and services timely and useful each fiscal year						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
90%	93%	Survey not conducted	90%	91%	90%	90%	90%	90%
N/A	▲ Above Target	Data Not Yet Available, No Rating	◄► On Target	▲ Above Target		◄► On Target		
Impact		INR's Annual Customer Satisfaction Survey is a crucial tool that helps INR gauge and improve its support to policymakers. INR uses the survey and this measure to assess the value of its all-source analysis, identify areas for improvement, and address any policymaker concerns.						
Methodology		INR's customer satisfaction survey is administered annually by INR's Office of the Executive Director and Office of Opinion Research. In FY 2012, the survey was administered electronically to consumers of INR's products and services, including Under Secretaries, Assistant Secretaries, Deputy Assistant Secretaries, desk officers, and other Department and U.S. Government customers. Participants had the opportunity to provide anonymous responses.						
Data Source and Quality		Data is obtained from an annual INR customer satisfaction survey. The survey is administered to Department and U.S. Government consumers of INR's products and services. The data quality assessment revealed no significant data limitations.						

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Justification of Request

The FY 2014 Request for INR is \$63.4 million, a decrease of \$3.8 million compared to the FY 2012 Actuals due to one-time funding for the Countering Violent Extremism program. The \$2.2 million increase for intelligence support is for INR to continue to fulfill its mission to provide the Department, U.S. Government policymakers and the IC with timely, tailored all-source analytic products.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	276	61	0	0	337	20,181	47,055	67,236
FY 2013 Estimate	276	61	0	0	337	13,666	47,055	60,721
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(235)	0	(235)
American COLA	0	0	0	0	0	8	467	475
Domestic Inflation	0	0	0	0	0	235	0	235
Total Built-in Changes	0	0	0	0	0	8	467	475
FY 2014 Current Services	276	61	0	0	337	13,674	47,522	61,196
FY 2014 Program Changes								
Intelligence Support	0	0	0	0	0	2,234	0	2,234
Total Program Changes	0	0	0	0	0	2,234	0	2,234
FY 2014 Request	276	61	0	0	337	15,908	47,522	63,430

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Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Intelligence and Research (INR)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Assistant Secretary for Intelligence & Research	7	0	1,088	6	0	1,089	6	0	1,102	(1)	0	14
Deputy Assistant Secretary for Analysis and Information Management	2	0	282	2	0	282	2	0	284	0	0	2
Deputy Assistant Secretary for Intelligence Policy and Coordination	2	0	284	2	0	284	2	0	287	0	0	3
INR Watch (INR/WATCH)	14	0	2,095	14	0	2,095	14	0	2,120	0	0	25
Office of Analysis for Africa (INR/AF)	14	0	2,106	14	0	2,107	14	0	2,131	0	0	25
Office of Analysis for East Asia & Pacific	23	0	3,230	22	0	3,232	22	0	3,270	(1)	0	40
Office of Analysis for Europe (INR/EUR)	18	0	2,780	19	0	2,781	19	0	2,811	1	0	31
Office of Analysis for Near East & South Asia	25	0	3,634	25	0	3,635	25	0	3,676	0	0	42
Office of Analysis for Russia and Eurasia	24	0	3,464	24	0	3,465	24	0	3,506	0	0	42
Office of Analysis for Terrorism, Narcotics and Crime	20	0	3,013	20	0	3,014	20	0	3,048	0	0	35
Office of Analysis for Western Hemisphere Affairs (INR/WHA)	12	0	1,754	12	0	1,755	12	0	1,774	0	0	20
Office of Counter-Intelligence & Consular Support	5	0	720	6	0	720	6	0	729	1	0	9
Office of Cyber Affairs (INR/CYBER)	5	0	852	5	0	855	5	0	884	0	0	32
Office of Economic Analysis	18	0	2,591	18	0	2,592	18	0	2,622	0	0	31
Office of Intelligence Operations (INR/OPS)	6	0	993	6	0	993	6	0	1,003	0	0	10
Office of Opinion Research (INR/OPN)	37	0	10,056	37	0	5,058	37	0	5,133	0	0	(4,923)
Office of Outreach (INR/OTR)	10	0	1,788	10	0	1,791	10	0	1,810	0	0	22
Office of Publications	6	0	852	6	0	852	6	0	861	0	0	9
Office of Strategic, Proliferation and Military Issues	21	0	2,913	21	0	2,914	21	0	2,945	0	0	32
Office of Technical Collection Affairs (INR/TCA)	10	0	1,528	10	0	1,528	10	0	1,545	0	0	17
Office of the Executive Director	32	0	16,198	32	0	14,646	32	0	16,606	0	0	408
Office of the Geographer and Global Issues	24	0	4,702	24	0	4,720	24	0	4,967	0	0	265
Principal DAS for Intelligence & Research	2	0	313	2	0	313	2	0	316	0	0	3
Total	337	0	67,236	337	0	60,721	337	0	63,430	0	0	(3,806)

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INTERNATIONAL CRIMINAL JUSTICE

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	11	11	11	0
Enduring Funds	1,252	1,252	1,266	14

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The International Criminal Justice account supports the Office of Anti-Crime Programs (INL/C), located in the Bureau of International Narcotics and Law Enforcement Affairs (INL). The office coordinates policy and programs to combat a range of transnational crime and other illicit threats to U.S. national security interests including: money laundering and terrorist financing; alien smuggling; intellectual property rights (IPR) protection and cyber-crime; corruption and kleptocracy. INL/C is also responsible for administering five International Law Enforcement Academies (ILEAs) and drug demand reduction/awareness programs. Anti-crime programs include providing law enforcement training, technical assistance, and procurement of equipment when determined to be in the strategic interest of the United States. INL/C provides training, technical assistance, and contributions to several multilateral organizations that focus on developing and advancing the implementation of international criminal justice at the global, regional, and national levels. The Diplomatic and Consular Programs account funds the salaries and benefits for INL/C staff. Program funding is provided through annual Foreign Operations appropriations.

To combat money laundering and terrorist financing threats to the United States, INL/C programs will support training to deter trade-based money laundering, bulk cash smuggling, and the misuse of alternative remittance systems to move the funds of terrorists and other criminals. Programs also sustain the multi-year, regionally based technical assistance/training programs to establish and develop comprehensive anti-money laundering/anti-terrorist financing regimes.

Alien smuggling and border security is an area of major concern because methods of smuggling illegal migrants can also serve as a vehicle for terrorist entry into the United States. INL/C continues to support regional organizations, such as the Organization of American States (OAS), on alien smuggling/border security initiatives, and works with other U.S. law enforcement agencies to implement bilateral and regional border security and alien smuggling programs, such as training for immigration and customs officials.

INL/C supports U.S. law enforcement training and technical assistance to build legal regimes and law enforcement capacity to reduce criminal misuse of information technology and intellectual property rights crime, including identity theft, which also furthers U.S. interests. On cyber crime, INL/C supports efforts to stay abreast of the rapidly changing technology and concomitant criminal interests and enhance the cyber crime law enforcement capacities of cooperating nations in vulnerable regions around the world.

INL/C supports anticorruption programs, including continuing work with international organizations such as the Council of Europe, the Organization of American States, Asia-Pacific Economic Cooperation, Middle East and North Africa Anticorruption and Integrity Network, and other organizations to fight corruption. Programs support participation in the United Nations' continuing process to increase the

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number of countries to ratify and implement the UN Convention Against Corruption. INL/C also promotes efforts to exercise Presidential Proclamation 7750 to prevent foreign kleptocrats, their families and enablers, from entry into the United States.

To combat transnational organized crime, INL/C supports the U.S. National Strategy on Transnational Organized Crime (TOC) and the newly established rewards program to support efforts to arrest and convict known organized crime figures. INL/C also participates in bilateral and regional fora with international partners in efforts to coordinate actions to reduce and dismantle transnational criminal organizations and networks.

The need for drug demand reduction programs is reflected in escalating worldwide drug use that takes a devastating toll on the health and welfare of all countries, in addition to undermining economic development, social and political stability, and security in emerging democracies and developing countries that are strategic U.S. allies. Unprecedented child drug addiction and lack of services to target rising drug addiction among women pose challenging public health threats to selected regions worldwide. INL/C supports training in several regions on the latest science-based and “best practice” methods to prevent and reduce drug use and related violence. Training targets cocaine abuse (especially juvenile crack addiction), methamphetamine and intravenous heroin abuse that contribute to HIV/AIDS, and rising adolescent drug use. Programs managed by INL continue to support several initiatives: model residential drug treatment programs for high-risk female youth in Latin America; outreach and aftercare centers in volatile regions, including innovative efforts to address addiction and second-hand affects on women and children in Southeast/Southwest Asia and the Middle East; pilot drug intervention program for crack cocaine addicted children in Latin America; further development of curricula on drug addiction among younger populations; and drug-free community coalition programs (Latin America, Africa, and Mexico’s multiple threats of criminal gangs, drug cartels, and illegal drug use) to assist civil society/grassroots organizations in fighting illegal drugs.

INL/C continues to support ILEAs in Hungary, Thailand, El Salvador, Botswana, New Mexico, and the Regional Training Center in Peru. ILEAs provide training and technical assistance, support institution building, develop law enforcement capabilities, and foster U.S. law enforcement relationships with foreign counterparts to address common criminal problems and responsive methods/techniques. The FY 2014 program also continues to support an initiative that focuses on West Africa security capabilities, including training to help build cross-border and regional relationships.

Justification of Request

The FY 2014 budget request of \$1.3 million for International Criminal Justice includes increases to maintain current services and support several key programs.

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Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	11	0	0	0	11	0	1,252	1,252
FY 2013 Estimate	11	0	0	0	11	0	1,252	1,252
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	0	14	14
Total Built-in Changes	0	0	0	0	0	0	14	14
FY 2014 Current Services	11	0	0	0	11	0	1,266	1,266
FY 2014 Request	11	0	0	0	11	0	1,266	1,266

Staff and Funds by Domestic Organization Units

(\$ in thousands)

International Criminal Justice (ICJ)	FY 2012 Actual			FY 2013 CR			FY 2014 Request			Increase/Decrease From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Transnational Crime Division	11	0	1,252	11	0	1,252	11	0	1,266	0	0	14
Total	11	0	1,252	11	0	1,252	11	0	1,266	0	0	14

Funds by Object Class

(\$ in thousands)

International Criminal Justice (ICJ)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	1,038	1,038	1,105	67
1200 Personnel Benefits	214	214	161	(53)
Total	1,252	1,252	1,266	14

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INTERNATIONAL SECURITY AND NONPROLIFERATION

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	264	264	264	0
Enduring Funds	47,729	47,662	47,966	237

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of International Security and Nonproliferation (ISN) leads the Department's efforts to prevent the spread of Weapons of Mass Destruction (WMD), whether nuclear, biological, chemical, or radiological; their delivery systems; and destabilizing conventional weapons. Such proliferation is a preeminent challenge to American national security. Combating proliferation threats through bilateral and multilateral diplomacy therefore is one of the highest priorities of the Department of State. ISN is responsible for managing a broad range of U.S. non-proliferation policies, programs, agreements, and initiatives to combat proliferation threats directly, and to promote international consensus on the threats posed by proliferation and on ways to address them.

Iran and North Korean Challenges

Because of their immediacy, a key ISN priority is to deal with the challenges presented by Iranian and North Korean WMD and missile ambitions. ISN provides diplomatic and technical expertise in support of the Department of State's dual-track efforts to be open to negotiation on their proliferation programs, while maintaining united international pressure, including through increasingly stringent sanctions on Iran and the Democratic People's Republic of Korea (DPRK), to have these countries abide by their international non-proliferation obligations. As a result of extensive diplomatic engagement, the international community increased pressure on Iran to cease its proliferation-sensitive nuclear activities and comply with its international nuclear obligations.

Strengthening the Global Nuclear Nonproliferation Regime

ISN works to strengthen the global nuclear non-proliferation regime by reinforcing the basic bargain of the Nuclear Non-Proliferation Treaty (NPT): countries with nuclear weapons will move toward disarmament; countries without nuclear weapons will not acquire them; and countries can access peaceful benefits of nuclear energy if they abide by their non-proliferation obligations. Having overseen a successful NPT Review Conference in 2010, ISN is already preparing for the cycle leading to the next Review Conference in 2015; preparatory conferences were held in 2012, and are planned in 2013 and 2014. ISN manages U.S. engagement with the International Atomic Energy Agency (IAEA), and works particularly to strengthen the authority and capability of the IAEA to carry out its international safeguards program to prevent the diversion of nuclear material in peaceful use to weapons purposes. ISN also assists the IAEA with technical expertise in developing standards and technical guidance for nuclear safety and security. The IAEA is of increasing importance as countries look to nuclear energy due to high oil prices and concerns about global warming. In addition, ISN manages the diplomatic aspects of U.S. Government efforts to establish an international fuel bank and other mechanisms for nuclear fuel assurances so that countries can operate their civil nuclear reactors without the need to undertake uranium enrichment and reprocessing, which inherently involve significant proliferation risks. ISN negotiates bilateral peaceful nuclear cooperation agreements (so-called 123 Agreements) that allow nuclear

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commerce between the United States and partner states and promote safe, secure, and safeguarded use of nuclear power. In the 2013-2016 timeframe, seven existing bilateral agreements will need to be replaced. Negotiations are also underway with three countries on new agreements, and other countries have also expressed interest in a 123 agreement. Finally, ISN leads interagency efforts to engage key states on strategic and nuclear security challenges to reduce the threat of nuclear conflict, and also engages in many bilateral non-proliferation dialogues with countries that will be expanded to include new regional leaders.

Preventing Proliferant Transfers

ISN works to strengthen international capacity to interdict proliferation-related shipments, close off sources of proliferation funding, use sanctions to deter and punish proliferators, and help countries to improve their border security, export controls, and national legislation against proliferation activities. ISN seeks to control, impede, and interdict proliferant transfers via its management of U.S. participation in the Australia Group (chemical/biological), the Nuclear Suppliers Group, the Missile Technology Control Regime, and the Wassenaar Arrangement (conventional weapons) and ensure that control lists are updated to address emerging technologies and emerging threats such as proliferants' increasing interest in dual-use items. As part of this effort, ISN reviews approximately 100,000 visa applications and 100,000 export licenses annually for proliferation risks. The Administration's Export Control Reform Initiative will add to this labor-intensive but vital task. ISN also engages non-member countries to adhere to regime guidelines. ISN spearheads U.S. efforts to promote implementation of UN Security Council Resolution 1540, a legally-binding requirement for countries to establish domestic controls to prevent proliferation. ISN has diplomatic responsibility for the Proliferation Security Initiative (PSI), a commitment by 101 countries to take action to interdict WMD-related shipments. In September, 2012, the Republic of Korea hosted a successful Operational Experts Group meeting and a major Proliferation Security Initiative (PSI) exercise. The PSI marks its 10th anniversary in May 2013. ISN co-chairs with the Department of the Treasury a committee that implements Executive Order 13382, which authorizes the U.S. Government to freeze assets and block transactions of entities engaged in proliferation activities. ISN also managed negotiations on the Arms Trade Treaty for conventional weapons that was adopted by the United Nations in April 2013.

Reducing Risks of WMD Terrorism

Many of the tools ISN uses to combat WMD proliferation also contribute to combating WMD terrorism, but some efforts are focused specifically on countering the WMD terrorism threat. ISN leads the diplomatic aspects of the President's initiative to secure vulnerable nuclear materials worldwide within four years, and played a leading role in the Nuclear Security Summits of 2010 and 2012. ISN is engaged in preparations for the third Summit in 2014. ISN also leads diplomatic efforts to reduce the amount of weapons-usable highly enriched uranium and plutonium in the world and to make nuclear reactors and storage sites for weapons-usable nuclear materials more proliferation-resistant. ISN assists the IAEA in establishing norms and technical guidance on the handling of nuclear material and radiological sources, and urges universal ratification of the Amendment to the Convention on the Physical Protection of Nuclear Material. The Bureau also manages the 85-nation Global Initiative to Combat Nuclear Terrorism that aims to enhance partner states' and international capacities to combat and respond to this threat, as well as programs to combat nuclear smuggling, and manages U.S. participation in the Biological Weapons Convention (BWC). In accordance with the *U.S. Strategy for Countering Biological Threats*, ISN works to bolster the BWC by improving national implementation efforts, fostering greater information exchange, and promoting deeper coordination with international and national public health entities in disease surveillance and health security. ISN's Global Threat Reduction security assistance program assists countries in the areas of chemical and biological security and safety.

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Performance

Acquisition of an operational nuclear device by al-Qaida or other terrorist organizations is a clear and present danger to U.S. and international security that ISN combats most directly through five tools: (1) the Global Initiative to Combat Nuclear Terrorism (GICNT) to strengthen global capacity to combat nuclear terrorism, including by conducting multilateral activities that strengthen the plans, policies, procedures, and interoperability of its partner states; (2) the Prevent Nuclear Smuggling (PNSP) program to help states identify gaps in the capabilities to prevent, detect, and respond to nuclear or radiological smuggling (3) the Global Threat Reduction (GTR) program to build a self-sufficient nuclear security culture in priority countries through training and integration into the international technical community; (4) assisting the IAEA in developing norms and technical guidance for nuclear and radiological safety and security; and (5) urging ratifications of the Amended Convention on the Physical Protection of Nuclear Material (CPPNM), which establishes legally binding international norms for physical protection of nuclear material in domestic use, storage, and transport, and adds nuclear smuggling and sabotage to the global penal regime.

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world					
Strategic Priority	Weapons of Mass Destruction and Destabilizing Conventional Weapons				
Active Performance Indicator	The number of key milestones achieved annually that improve the capabilities of nuclear scientists and foreign governments to combat nuclear smuggling and prevent terrorist acquisition of a nuclear weapon.				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
New Indicator, No Rating	▲ Above Target	◄► Improved But Not Met	◄► Improved But Not Met	◄► On Target	◄► On Target
TARGETS AND RESULTS					
FY 2014 Target	<ul style="list-style-type: none"> • GICNT partners conduct 8 activities, completes 2 more best practices documents to improve capabilities. • PNSP perform 2 country assessments, secures funding for 5 projects, and organizes 5 activities. • GTR funds 30 activities to engage Iraqi scientists, and 32 activities to improve awareness of nuclear security/safety objectives. • Organize international conference on security of radioactive sources. • Five more countries ratify Amendment to CPPNM. 				
FY 2013 Target	<ul style="list-style-type: none"> • GICNT partners conduct 8 activities, and adopt 3 official documents to improve partner nation capabilities. • PNSP performs 2 country assessments, secures donations for 5 projects, and organizes 5 activities. • GTR organizes 23 program activities to engage Iraqi scientists and funds 35 activities to improve scientist awareness of nuclear security/safety. • Update IAEA Guidance on radioactive source export • Five more countries ratify Amendment to the CPPNM. 				

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FY 2012 Target	<ul style="list-style-type: none"> • GICNT partners conduct 8 activities to implement Principles. • PNSP performs 2 country assessments, secures donations for 6 projects, and organizes 6 activities. • GTR organizes 23 activities to engage Iraqi scientists and funds 19 activities to improve awareness of nuclear security/safety objectives. • At least 100 countries make political commitment to controlling radioactive materials usable in a dirty bomb consistent with IAEA Code of Conduct on radioactive sources. • More countries ratify Amendment to CPPNM.
FY 2012 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • GICNT partners conducted 7 activities to implement Principles. • PNSP performed 5 country assessments, secured donations for 9 projects, and organized 6 activities. • GTR organized 26 activities to engage Iraqi scientists, and funded 46 activities to improve awareness of nuclear security/safety. • 113 countries made a political commitment to the safe and secure management of high-risk radioactive sources. • Seven additional CPPNM Amendment ratifications.
Impact	<p>Failure to prevent terrorist acquisition of a nuclear weapon would be measurable and could be catastrophic; success in achieving the objective of preventing such acquisition is harder to measure. Raising awareness of nuclear scientists and foreign governments, and helping them gain the tools necessary to combat nuclear terrorism decrease the chances of a terrorist incident using nuclear material.</p>
FY 2011 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • New GICNT structures, including the Implementation and Assessment Group and two working groups, are functional, process for developing best-practices documents begins, and 8 activities conducted. • PNSP completed 4 country assessments, secured funding for 12 projects, and organized 8 activities. • GTR organized 30 activities to engage Iraqi scientists and funded 26 activities to increase awareness of nuclear security/safety. • Completed IAEA Nuclear Security Series on security of radiological and nuclear materials; the 2011 Radiation Source Protection and Security Task Force Report submitted to Congress. • Eight countries ratify amendment strengthening CPPNM.
FY 2010 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • GICNT partners adopted revised Terms of Reference creating new leadership roles, established an Implementation and Assessment Group with 2 working groups, conducted 8 activities, and completed 6 activities with international, private cooperation. • PNSP completed 3 country assessments, secured funding for 8 eight projects, organized 8 projects. • GTR organized 26 activities to engage Iraqi scientists and 4 activities to engage nuclear scientists worldwide. • Completed interagency report on feasibility of replacing radioactive sources usable in a 'dirty bomb' with alternative technologies. • Twelve countries ratified CPPNM amendment.

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FY 2009 Rating and Result	<p>Rating: Improved But Not Met</p> <ul style="list-style-type: none"> • GICNT conducted 12 activities, Spain hosted field exercise in Oct 2008; U.S. and Russia agreed to expand the Implementation and Assessment Group to help transform the GICNT into a durable institution. • PSNP performed 4 country assessments, secured funding for 6 new projects, and organized 7 activities. • GTR organized 22 activities to engage Iraqi, and five activities to engage Libyan, ex-WMD scientists. • Nine of 10 major radioactive source suppliers commit to standards • Twelve additional ratifications of CPPNM amendment.
FY 2008 Rating and Result	<p>Rating: Above Target</p> <ul style="list-style-type: none"> • 13 additional states endorse the GICNT, for total of 75, and Partners conducted 15 activities. • PNSP performed 3 country assessments, secured funding for 9 projects. • GTR conducted 11 training events for Iraqi, and 9 for Libyan personnel. • Six more states committed to security radioactive sources with IAEA standards, bringing the total to 94 states. • 6 new CPPNM ratifications.
FY 2007 Rating and Result	<p>Rating: New Indicator, No Rating</p> <ul style="list-style-type: none"> • The Global Initiative began with 13 partners; now over 50. During this first year of implementation, three senior-level political meetings were held; an Exercise Planning Group was created to develop exercises and scenario planning. • A two-year roadmap of GICNT activities was agreed, and a web portal has been created to manage GI information. • PNSP completed 4 country assessments and funded 16 projects. • GTR organized 13 activities to engage scientists in Iraq and Libya. • Six additional CPPNM ratifications, for total of 12.
VERIFICATION AND VALIDATION	
Methodology	On a daily basis, offices within the Bureau of International Security and Nonproliferation monitor and assess information received from the data sources.
Data Source and Quality	Performance data is developed from information from GICNT partners; consultations with foreign governments; IAEA documents and consultations; intelligence reporting; embassy reporting; and from ISN Non-proliferation, Anti-terrorism, Demining, and Related programs. The Data Quality Assessment revealed minor data limitations. Accurate information on terrorist activities is difficult to obtain.

The 'basic bargain' of the Nuclear Non-proliferation Treaty (NPT) has been put at risk by countries seeking nuclear weapons capabilities under the guise of peaceful uses. The U.S. seeks to rebuild consensus among NPT Parties on the importance of the NPT, reach consensus on responses to NPT and IAEA noncompliance, and ensure that the IAEA has the authority and resources needed to police the nuclear nonproliferation system through its international safeguards. This indicator tracks (1) efforts to ensure implementation of the 2010 NPT Action Plan, by expanding consensus on important issues, and by outlining next steps (2) efforts to improve the IAEA's safeguards capabilities; (3) universal ratification of the IAEA's Additional Protocol (AP), which gives the IAEA authority to investigate undeclared suspected sites; (4) efforts to ensure reliable access to nuclear fuel for peaceful purposes as an alternative to more countries developing proliferation-sensitive enrichment or reprocessing capabilities; (5) U.S. negotiations on Peaceful Nuclear Cooperation agreements with select countries to permit nuclear commerce between us.

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Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world					
Strategic Priority	Weapons of Mass Destruction and Destabilizing Conventional Weapons				
Active Performance Indicator	The number of key milestones achieved annually that strengthen the Nuclear Non-proliferation Treaty (NPT) and International Atomic Energy Agency (IAEA).				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
◀▶ On Target	◀▶ On Target	◀▶ On Target	◀▶ On Target	◀▶ On Target	◀▶ On Target
TARGETS AND RESULTS					
FY 2014 Target	<ul style="list-style-type: none"> • 2014 Preparatory Committee sets stage for a successful NPT Review Conference in 2015. • NPT Parties continue to follow up on the 2010 Action Plan with a view to a near consensus document by the beginning of 2015. • Construction of new Nuclear Material Laboratory and enclosure of the site is completed. • Two additional countries sign, have approval by Board of Governors, and/or bring into force comprehensive safeguards agreements, Additional Protocols, and where appropriate modified small quantities protocols. 				
FY 2013 Target	<ul style="list-style-type: none"> • Parties continue to follow up on 2010 Review Conference Action Plan. • Successful 2013 NPT Preparatory Committee meeting. • Construction proceeds on new Nuclear Materials Laboratory; transition from old lab to new lab begins. • Two additional countries sign, have Board of Governors approval of, and/or bring into force comprehensive safeguards agreements, additional protocols, and where appropriate modified small quantities protocols. 				
FY 2012 Target	<ul style="list-style-type: none"> • NPT Parties continue to follow up on 2010 Review Conference Action Plan. • Successful 2012 NPT Preparatory Committee. • Construction begins on new IAEA Nuclear Materials Laboratory. • Additional countries sign, have Board of Governors approval of, and/or bring into force comprehensive safeguards agreements, Additional Protocols, and where appropriate modified small quantities protocols. 				
FY 2012 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • The U.S. met all its objectives for the 2012 PrepCom, including a Chairman's summary that retained key U.S. priorities without overly reflecting other Parties' criticism on disarmament; a comprehensive P5 statement; smooth adoption of procedural plans; and continuation of the constructive atmosphere of engagement that began in 2009. • Construction of the new Laboratory is well underway, on schedule and on budget. • Seven additional APs entered into force, four APs were signed, two APs approved by Board of Governors. 				
Impact	The U.S. cannot achieve its NPT objectives without the support of the non-nuclear weapon states; U.S. and P5 affirmation of commitments is important. The IAEA cannot monitor NPT obligations without significant upgrades, requiring significant U.S. diplomatic and financial support.				

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FY 2011 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • In June, the Permanent 5 Security Council members (P-5) reaffirmed the Action Plan and intent to work together in pursuit of their shared goals of nuclear disarmament and nuclear nonproliferation; they also shared views on how to respond to notification of withdrawal from the NPT and strengthen IAEA safeguards. • Planning for 2012 PrepCom is well underway; NPT Parties agreed Australia would chair the meeting and that it would be held in Vienna; U.S. consultations with Australia and other NPT parties continuing. • IAEA member states agreed on 2012-13 budget with a real increase in 2012, and a price adjustment for 2013. • Eight countries brought APs into force, three countries brought comprehensive safeguards agreements into force, and six countries concluded amended small quantities protocols.
FY 2010 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • RevCon exceeded expectations; all Treaty issues reviewed; progress made on all principal U.S. objectives. Final Document on substantive issues achieved for first time in 10 years. • Consensus reached on a plan of follow-on actions to strengthen each of the three NPT pillars, first time an NPT action plan has covered each pillar. • Future of Agency general discussions completed; Working Group on Financing the Agency's Activities established to address, inter alia, management reforms. • U.S. preparing to host IAEA inspections under Additional Protocol. • Three countries signed APs, two had APs approved by IAEA, and eight brought APs into force, for total of 101 APs in force; also, three states signed and seven brought comprehensive safeguards agreements into force.
FY 2009 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • NPT PrepCom completed work quickly and with more cohesion than in the recent past. Parties agreed on procedural matters including a substantive agenda for RevCon. • Safeguards strengthened this year due to agreement on a real increase in IAEA budget for 2010, and to Japanese and U.S. contributions to fund a new IAEA safeguards analytical lab that ROK and others may also fund. • The "2020 review" has evolved into open-ended meetings of IAEA states on the "Future of the Agency" in which we emphasize the need for strengthened safeguards. • The U.S. Additional Protocol entered into force in January 2009. • Six more countries signed Additional Protocols and four ratified. Five states had comprehensive safeguards agreements ratified, signed or approved by the IAEA.
FY 2008 Rating and Result	<p>Rating: On Target</p> <ul style="list-style-type: none"> • The second PrepCom for the 2010 Review Conference completed its work, including a substantive discussion of all key issues and decisions on the venue, chairman, and other arrangements for the 2009 PrepCom. • Three Parties signed an Additional Protocol and four brought Protocols into force, bringing the total number in force to 88. The IAEA determined that another 27 states had met its 'integrated safeguards' guidelines, bringing the total to 47 states. • The Department continued to pursue the recommendations for strengthening safeguards through bilateral consultations.

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FY 2007 Rating and Result	<p>Rating: On Target</p> <p>Iran used procedural disputes to constrain time for debate of substantive issues at the 2007 PrepCom (e.g., objecting to a phrase about "reaffirming the need for full compliance with the Nonproliferation Treaty"). Other delegations held firm against these ploys in a display of international unity for the integrity of the Treaty review process that included most members of the Non-Aligned Movement. The PrepCom completed necessary work for the 2008 PrepCom, and discussed issues (e.g., how to deter withdrawal from the Treaty by violators). The Safeguards Committee lapsed, but USG will pursue the Secretariat's 18 recommendations for strengthening safeguards in other IAEA fora. One state signed an Additional Protocol; five others brought Protocols into force. Eighty-five states now have Additional Protocols in force.</p>
VERIFICATION AND VALIDATION	
Methodology	On a daily basis, the Bureau of International Security and Nonproliferation monitors international developments related to the NPT, the IAEA, and nuclear nonproliferation, and consults with others in the Department and the U.S. Government about U.S. policy approaches and tactics for accomplishing our objectives.
Data Source and Quality	Performance data is from UN, NPT, and IAEA documents, reports of UN and IAEA meetings, U.S. and other governments' statements and papers, embassy reporting, intelligence reporting, consultations with the IAEA, UN, and foreign government officials. The Data Quality Assessment revealed no significant data limitations.

Justification of Request

The FY 2014 Request for ISN is \$48 million and 264 positions. The request includes an increase of \$237,000 from the FY 2012 Actual and reflects current services and administrative savings. ISN absorbed inflationary increases by reducing awards, consultant and contractual services, supplies and equipment.

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Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	241	22	1	0	264	17,262	30,467	47,729
FY 2013 Estimate	241	22	1	0	264	17,195	30,467	47,662
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(240)	0	(240)
American COLA	0	0	0	0	0	17	287	304
Domestic Inflation	0	0	0	0	0	240	0	240
Total Built-in Changes	0	0	0	0	0	17	287	304
FY 2014 Current Services	241	22	1	0	264	17,212	30,754	47,966
FY 2014 Request	241	22	1	0	264	17,212	30,754	47,966

Staff and Funds by Domestic Organization Units

(\$ in thousands)

International Security and Nonproliferation (ISN)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Budget and General Services	10	0	1,579	10	0	1,579	10	0	1,544	0	0	(35)
Conventional Arms Threat Reduction	17	0	2,914	17	0	2,914	17	0	2,942	0	0	28
Cooperative Threat Reduction	11	0	1,438	11	0	1,438	10	0	1,334	(1)	0	(104)
Coordinator for Threat Reduction	2	0	472	2	0	472	3	0	592	1	0	120
Counterproliferation Initiatives	22	0	3,382	22	0	3,382	22	0	3,414	0	0	32
DAS for Non-Nuclear & Counterproliferation	6	0	1,503	6	0	1,503	6	0	1,521	0	0	18
DAS for Nonproliferation Programs	2	0	382	2	0	382	2	0	386	0	0	4
DAS for Nuclear Affairs	2	0	408	2	0	408	2	0	412	0	0	4
Export Control Cooperation	17	0	2,180	17	0	2,180	17	0	2,196	0	0	16
Human Resource Division	19	0	2,619	19	0	2,619	19	0	2,642	0	0	23
IAEA-UNVIE	1	0	115	1	0	115	1	0	116	0	0	1
Missile, Biological, and Chemical Nonproliferation	14	0	2,105	14	0	2,105	14	0	2,124	0	0	19
Multinational Nuclear & Security Affairs	12	0	1,805	12	0	1,805	12	0	1,821	0	0	16
Nonproliferation & Disarmament Fund	15	0	1,938	15	0	1,938	15	0	1,954	0	0	16
Nuclear Energy, Safety and Security	19	0	3,077	19	0	3,077	19	0	3,106	0	0	29
Office of Assistant Secretary	12	0	4,793	12	0	4,726	12	0	4,787	0	0	(6)
Office of the Executive Director	3	0	605	3	0	605	3	0	551	0	0	(54)
Regional Affairs	23	0	3,383	23	0	3,383	23	0	3,414	0	0	31

INTERNATIONAL SECURITY AND NONPROLIFERATION

Resource Management Division	12	0	1,851	12	0	1,851	12	0	1,868	0	0	17
Spec. Rep. Nuclear Nonproliferation	2	0	0	2	0	0	2	0	0	0	0	0
Special Representative for Nuclear Nonproliferation	0	0	327	0	0	326	0	0	329	0	0	2
Strategic Communications and Outreach	10	0	1,334	10	0	1,334	10	0	1,346	0	0	12
Technology Division	15	0	6,891	15	0	6,892	15	0	6,914	0	0	23
WMD/Terrorism	18	0	2,628	18	0	2,628	18	0	2,653	0	0	25
Total	264	0	47,729	264	0	47,662	264	0	47,966	0	0	237

Funds by Object Class

(\$ in thousands)

International Security and Nonproliferation (ISN)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	24,840	24,840	25,010	170
1200 Personnel Benefits	7,312	7,312	7,381	69
2100 Travel & Trans of Persons	3,212	3,212	3,261	49
2300 Rents, Comm & Utilities	806	806	818	12
2400 Printing & Reproduction	254	254	258	4
2500 Other Services	9,178	9,111	9,150	(28)
2600 Supplies and Materials	495	495	500	5
3100 Personal Property	666	666	607	(59)
4100 Grants, Subsidies & Contributions	966	966	981	15
Total	47,729	47,662	47,966	237

OFFICE OF THE LEGAL ADVISOR

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	276	276	276	0
Enduring Funds	44,851	44,991	45,631	780

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Office of the Legal Adviser (L) advises and represents the Department on all international and domestic legal policy issues in connection with U.S. foreign policy and the work of the Department.

L provides critical support for U.S. Government foreign policies worldwide - in particular, key initiatives in Iraq, Afghanistan, the Republic of South Sudan and the Arab Spring countries. The bureau helps to ameliorate and resolve political and humanitarian crises around the globe, and is a key component of efforts to fight international terrorism and other threats to U.S. security. L is instrumental in other important areas of work of the Department, including nonproliferation, human rights, the environment, law enforcement, and the rule of law.

L is also an essential partner in supporting the Department's management by providing legal advice on a wide range of matters: the expenditure of assistance and operating funds; the provision of consular services; passport and visa operations and border security; buildings and acquisitions; Department authorities; U.S. diplomatic and consular operations abroad; personnel systems for employees, including the Foreign Service and Civil Service; security of personnel and information technology; privileges and immunities; regulations and directives; domestic and foreign litigation; ethics and financial disclosure; and information law. L manages the U.S. Treaty Program and is responsible for defending and representing the United States before international bodies, such as arbitrations under the North American Free Trade Agreement and cases before the International Court of Justice.

L's overarching priorities include:

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

OFFICE OF THE LEGAL ADVISOR

Specific priority areas for FY 2014 will include:

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

In support of international law priorities, L engages in a variety of activities including but not limited to supporting the Executive Branch to sustain international order and advance civilian security worldwide, extraditions, foreign acquisitions, implementation of international economic, energy, space, arctic and environmental policies, arms control and weapons proliferation issues, international treaties (U.N. Law of the Sea Convention, the U.N. Convention on the Rights of Persons with Disabilities, the Convention on the Elimination of all Forms of Discrimination Against Women, Torture Victim Protection Act and Alien Tort Claims Act). L must recruit and retain the best professional legal workforce available in the fields of international law, litigation, and various other legal disciplines. These ongoing endeavors will require sustained resources in FY 2014 to ensure that U.S. Government equities are fully supported by the rule of law and with respect for global human rights.

Justification of Request

The Department's FY 2014 Request of \$45.6 million for the Office of the Legal Adviser (L), a \$780,000 increase above the FY 2012 Actual, includes increases for domestic wages and price adjustments. The legal effort necessary to support the Department's operational capabilities worldwide is substantial and at a minimum will require these sustained resources in order to effectively respond in a timely, persuasive and comprehensive manner to the varied array of Departmental legal issues. The FY 2014 Request also includes \$200,000 to support full U.S. participation in the Venice Commission. The Venice Commission is the Council of Europe's expert advisory body on rule of law reform and compliance with fundamental rights and also provides assistance on request to any country. After the Arab Awakening the Commission is supporting constitutional and legal reform to Libya, Tunisia, Morocco and Jordan, countries where the U.S. has an interest in participating in assisting developing strong democratic institutions. The U.S. has in the past participated as an observer.

OFFICE OF THE LEGAL ADVISOR

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	275	1	0	0	276	13,423	31,428	44,851
FY 2013 Estimate	275	1	0	0	276	13,563	31,428	44,991
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	5	294	299
Domestic Inflation	0	0	0	0	0	141	0	141
Total Built-in Changes	0	0	0	0	0	146	294	440
FY 2014 Current Services	275	1	0	0	276	13,709	31,722	45,431
FY 2014 Program Changes								
Venice Commission	0	0	0	0	0	200	0	200
Total Program Changes	0	0	0	0	0	200	0	200
FY 2014 Request	275	1	0	0	276	13,909	31,722	45,631

OFFICE OF THE LEGAL ADVISOR

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Office of the Legal Advisor (L)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
African and Near Eastern Affairs	6	0	399	4	0	400	6	0	415	0	0	16
Buildings and Acquisitions	8	0	771	7	0	773	8	0	802	0	0	31
Consular Affairs	8	0	1,833	15	0	1,837	8	0	3,561	0	0	1,728
Deputy Legal Advisers	17	0	1,833	17	0	1,837	16	0	1,910	(1)	0	77
Diplomatic Law and Litigation	9	0	1,116	9	0	1,119	9	0	1,163	0	0	47
East and South Asian Affairs	5	0	717	5	0	718	5	0	746	0	0	29
Economic and Business Affairs	11	0	1,143	10	0	1,146	11	0	1,190	0	0	47
Employment Law	32	0	2,978	24	0	2,985	32	0	3,102	0	0	124
European Affairs	3	0	371	3	0	372	3	0	387	0	0	16
Executive Director	19	0	2,066	14	0	2,075	20	0	2,148	1	0	82
Human Rights and Refugees	11	0	1,488	12	0	1,491	11	0	1,552	0	0	64
International Claims and Investment Disputes	38	0	15,869	41	0	15,931	38	0	13,807	0	0	(2,062)
Law Enforcement and Intelligence	13	0	1,833	16	0	1,837	13	0	1,910	0	0	77
Legal Adviser	4	0	399	4	0	400	4	0	415	0	0	16
Legislation and Foreign Assistance	8	0	743	6	0	745	8	0	774	0	0	31
Management	15	0	1,778	13	0	1,781	15	0	1,855	0	0	77
Non Proliferation and Verification	9	0	1,488	12	0	1,491	9	0	1,552	0	0	64
Oceans, International Environmental & Scientific Affairs	10	0	854	12	0	857	11	0	887	1	0	33
Political-Military Affairs	10	0	1,842	13	0	1,849	10	0	1,912	0	0	70
Private International Law	6	0	1,193	5	0	1,199	6	0	1,234	0	0	41
Public Diplomacy and Public Affairs	7	0	771	7	0	773	7	0	802	0	0	31
Treaty Affairs	16	0	1,889	16	0	1,894	15	0	1,968	(1)	0	79
United Nations Affairs	6	0	744	6	0	746	6	0	775	0	0	31
Western Hemisphere Affairs	5	0	733	5	0	735	5	0	764	0	0	31
Total	276	0	44,851	276	0	44,991	276	0	45,631	0	0	780

Funds by Object Class

(\$ in thousands)

Office of the Legal Advisor (L)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	25,349	25,355	25,602	253
1200 Personnel Benefits	6,761	6,762	6,827	66
2100 Travel & Trans of Persons	251	254	260	9
2300 Rents, Comm & Utilities	631	638	654	23
2400 Printing & Reproduction	180	182	187	7
2500 Other Services	7,510	7,588	7,781	271
2600 Supplies and Materials	114	115	118	4
3100 Personal Property	42	42	44	2
4100 Grants, Subsidies & Contributions	4,013	4,055	4,158	145
Total	44,851	44,991	45,631	780

OFFICE OF LEGISLATIVE AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	78	78	78	0
Enduring Funds	11,663	11,568	11,691	28

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

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

The Secretary of State is the principal Congressional Relations Officer of the Department. H supports the Secretary by ensuring that the Administration's foreign policy priorities are reflected throughout the legislative process. H coordinates the annual testimony provided by the Secretary to Congressional committees to explain Department priorities and budget requirements. The Bureau supports the Department's overall mission by seeking passage of relevant foreign policy legislation and appropriations, advice and consent to treaties, and confirmation of the President's departmental and ambassadorial nominees by the Senate. In FY 2014, the Bureau will continue to support U.S. foreign policy objectives by supporting the enactment by Congress of all authorization and appropriation legislation necessary for the conduct of foreign policy.

Justification of Request

The Department's FY 2014 Request of \$11.7 million for the Bureau of Legislative Affairs includes increases to maintain current services. A net increase of \$28,000 over the FY 2012 level reflects the impact of domestic wage and price inflation.

OFFICE OF LEGISLATIVE AFFAIRS

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	65	13	0	0	78	2,553	9,110	11,663
FY 2013 Estimate	65	13	0	0	78	2,458	9,110	11,568
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	3	85	88
Domestic Inflation	0	0	0	0	0	35	0	35
Total Built-in Changes	0	0	0	0	0	38	85	123
FY 2014 Current Services	65	13	0	0	78	2,496	9,195	11,691
FY 2014 Request	65	13	0	0	78	2,496	9,195	11,691

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Legislative Affairs (H)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Assistant Secretary	5	0	801	5	0	794	5	0	803	0	0	2
Deputy Assistant Secretary for House Affairs	6	0	916	6	0	907	6	0	916	0	0	0
Deputy Assistant Secretary for Senate Affairs	7	0	1,145	7	0	1,134	7	0	1,146	0	0	1
Deputy Assistant for Regional, Global and Functional Affairs	25	0	4,177	25	0	4,140	26	0	4,186	1	0	9
Principal Deputy Assistant Secretary	35	0	4,624	35	0	4,593	34	0	4,640	(1)	0	16
Total	78	0	11,663	78	0	11,568	78	0	11,691	0	0	28

Funds by Object Class

(\$ in thousands)

Bureau of Legislative Affairs (H)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	7,425	7,414	7,485	60
1200 Personnel Benefits	2,005	2,004	2,022	17
2100 Travel & Trans of Persons	323	311	316	(7)
2300 Rents, Comm & Utilities	226	218	221	(5)
2400 Printing & Reproduction	64	62	63	(1)
2500 Other Services	920	885	900	(20)
2600 Supplies and Materials	481	463	470	(11)
3100 Personal Property	219	211	214	(5)
Total	11,663	11,568	11,691	28

UNDER SECRETARY FOR MANAGEMENT

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	47	47	47	0
Enduring Funds	10,084	10,132	10,259	175

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Under Secretary for Management (M) is responsible for the people, resources, facilities, technology, and security of the Department of State. The Under Secretary serves as one of the Secretary's principal advisers on management issues and on all matters involving allocation of Department operating resources, including forward planning and control of positions, funds, and other worldwide Department resources in support of U.S. foreign policy objectives. The Under Secretary assesses the resource, security, and strategic goals related to the U.S. Government presence abroad to ensure appropriate interagency presence under Chief of Mission authority worldwide. The Under Secretary coordinates and oversees the Department's progress implementing the President's Accountable Government Initiative, and provides advice and recommendations on cross-cutting government-wide issues.

The Under Secretary has direct line responsibility for the bureaus of Administration; Consular Affairs; Diplomatic Security; Budget and Planning; Comptroller and Global Financial Services; Information Resource Management; Overseas Buildings Operations; the Foreign Service Institute; the Office of the Director General of the Foreign Service and Director of Human Resources; the Office of Management Policy, Rightsizing and Innovation; the Office of Emergencies in the Diplomatic and Consular Service; the Office of Medical Services; Director of Diplomatic Reception Rooms; the Office of White House Liaison and the Office of Major Events and Conferences Staff. Since June 29, 2012, the Under Secretary for Management has been designated as the Department's Chief Financial Officer.

The Under Secretary for Management is the focal point for special initiatives increasing the efficiency and effectiveness of the people, facilities, and systems used to implement U.S. foreign policy. The Under Secretary implements a data-driven approach to managing the Department and proliferates best practices world-wide. The Under Secretary leads the Greening Council that engages all Department bureaus and overseas posts on greening and sustainability issues and articulates information technology priorities as chairperson of the e-Government Program Board.

Justification of Request

The Department's FY 2014 Request of \$10.2 million for the Under Secretary for Management, is a \$175,000 net increase over the FY 2012 Actual for domestic inflation and American COLA annualization.

UNDER SECRETARY FOR MANAGEMENT

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	31	16	0	0	47	4,448	5,636	10,084
FY 2013 Estimate	31	16	0	0	47	4,496	5,636	10,132
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	2	56	58
Domestic Inflation	0	0	0	0	0	69	0	69
Total Built-in Changes	0	0	0	0	0	71	56	127
FY 2014 Current Services	31	16	0	0	47	4,567	5,692	10,259
FY 2014 Request	31	16	0	0	47	4,567	5,692	10,259

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Management (M)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Office of Management Policy, Rightsizing, and Innovation (M/PRI)	31	0	6,949	31	0	6,988	28	0	7,077	(3)	0	128
Under Secretary for Management	13	0	2,715	13	0	2,723	15	0	2,757	2	0	42
White House Liaison	3	0	420	3	0	421	4	0	425	1	0	5
Total	47	0	10,084	47	0	10,132	47	0	10,259	0	0	175

Funds by Object Class

(\$ in thousands)

Management (M)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	4,404	4,402	4,447	43
1200 Personnel Benefits	1,428	1,428	1,442	14
2100 Travel & Trans of Persons	625	618	628	3
2300 Rents, Comm & Utilities	345	341	346	1
2400 Printing & Reproduction	39	39	40	1
2500 Other Services	2,623	2,690	2,733	110
2600 Supplies and Materials	221	219	222	1
3100 Personal Property	399	395	401	2
Total	10,084	10,132	10,259	175

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	201	201	201	0
Enduring Funds	36,716	36,716	37,146	430

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Oceans and International Environmental and Scientific Affairs (OES) addresses some of the world's greatest challenges: climate change, global health, and water quality and access. OES champions the role of science, technology, and innovation in foreign policy. OES issues are part of the fabric of U.S. bilateral, regional, and multilateral relationships and are typically viewed as positive issues where U.S. engagement and partnership are welcomed. In all efforts, the inclusion and empowerment of women and girls is, and will continue to be, a priority. OES engagement is based on a strategic approach and strong partnerships with U.S. Government technical agencies.

OES and the Office of the Special Envoy for Climate Change are the U.S. lead in the ongoing global effort to address the critical problem of climate change. High level interagency engagement will continue to be critical: the international community will look to the U.S. for active participation in and implementation of bilateral and international efforts on mitigation, finance, technology, capacity building, and adaptation. Under the "Durban Platform," all parties agreed to launch a process to develop a new legal agreement to address climate change, to be concluded by 2015 and to enter into effect in 2020.

International scientific cooperation and innovation are key to fostering stable and vibrant economies, improving global health and addressing global climate change. U.S. leadership deepens engagement with traditional allies, builds effective relationships with emerging powers, and generates networks of partners across civil society. Science provides the objective data for making good policy choices. The processes that define the U.S. scientific community, such as transparency, critical thinking, and merit-based review, underscore the core fundamental values of democracy and good governance. OES efforts to promote cooperation in the peaceful use of outer space, through applications such as the Global Positioning System, yields tangible economic, security, environmental, scientific, and safety benefits.

OES promotes stronger environmental protection, science-based conservation, international efforts to stem wildlife trafficking, and sustainably managed marine and terrestrial ecosystems. For example, OES leads on a global agreement to reduce mercury pollution and works with countries with which the U.S. has free trade agreements to build capacity to comply with environmental obligations of those agreements and to reduce pollution, and promote conservation and more efficient use of water resources. OES efforts to establish the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) and on economic valuation of natural resources provides governments the tools to make informed decisions about the resources on which they rely for economic development.

OES works to ensure that U.S. fishermen have equitable access to international fisheries that contribute billions of dollars annually to the U.S. economy; that those fisheries are conserved and sustainably managed to support development and global food security; and that U.S. fisherman have a level playing field and are not disadvantaged by foreign competitors allowed to operate at lower standards of compliance, safety, and environmental regulation.

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The United States has an enormous stake in the interpretation and development of the Law of the Sea. OES directs a government-wide effort to determine the limits of the Extended Continental Shelf. As one of the eight Arctic nations, the United States is engaged in Arctic issues, chiefly through OES's engagement in the Arctic Council. The United States pursues opportunities in a smart, sustainable way that preserves the Arctic and Antarctic environments and ecosystems and recognizes the enormity of the changes confronting these regions.

OES works to increase access to safe drinking water and sanitation, improve water resources management, and prevent conflict over shared waters by building political commitment, developing partnerships that generate greater action, and facilitating regional discussions on shared waters in regions where water is, or may become, a source of conflict.

OES's global health portfolio focuses on pandemic preparedness and support of the Global Health Initiative (GHI). The framework for international influenza pandemic preparedness requires active U.S. Government engagement to ensure effective international implementation. In support of the GHI, OES leads the diplomatic effort to implement a U.S. Government-wide policy framework for improving health outcomes and strengthening health delivery systems.

Office of the Science and Technology Advisor to the Secretary

Since its establishment in September 2000, the Office of the Science and Technology Adviser to the Secretary (STAS) has advanced four core responsibilities: (1) increasing Science and Technology (S&T) literacy in the State Department; (2) building S&T partnerships; (3) providing advice and counsel on scientific issues to the Department; and (4) fostering whole-of-government strategic planning relative to the opportunities and implications of disruptive and emerging technologies. STAS is increasing S&T literacy in the Department by recruiting S&T expertise through management of science diplomacy fellowship programs including the American Association for the Advancement of Science Diplomacy Fellows, the Jefferson Science Fellowship, and Professional Societies fellowships.

STAS focuses on S&T partnerships with universities, in order to build a whole-of-society approach to science diplomacy and encourages countries across the globe to seek independent, objective S&T advice from non-governmental scientific entities by using the pillars of meritocracy, peer-review and transparency. More and more countries realize they must increase their S&T capabilities, especially as they seek to develop the innovation needed for economic growth and job creation, and many countries are turning to the U.S. to learn from the experiences, policies, and systems that the U.S. has put in place to spur innovation and aid commercialization. STAS partners with USAID in efforts such as the LAUNCH public-private partnership to find U.S. startups with scalable, sustainable technologies that can address development challenges.

Public and Scientific communities in other countries hold American scientists and engineers in high esteem. To build on these opportunities, STAS invests considerable time as a spokesperson and recruiting US scientists as speakers to reach out to publics to discuss scientific issues that affect societies and to forge relationships that build capacity in developing nations. STAS also works closely with the defense and intelligence communities to understand how disruptive and emerging technologies will affect security issues and how dual-use technologies can be shared in a way that enables critical research to continue, but ensures that illicit diversion does not occur.

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Performance

The Copenhagen Accord notes that “a low-emission development strategy is indispensable to sustainable development.” Through the Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) program, part of the Global Climate Change Initiative, the U.S. Government is supporting partner countries’ efforts to develop Low Emission Development Strategies (LEDS), comprehensive long-term strategies identifying key policies required to support robust economic growth while reducing greenhouse gas emissions. National climate plans have been produced in the past in several countries, and where appropriate will be used as a starting point for LEDS efforts. LEDS are intended to be rigorous, and operational, often going into more detail than existing national planning efforts. EC-LEDS will support not only the development of LEDS but also their implementation.

Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being					
Strategic Priority	Environment/Climate Change				
Active Performance Indicator	Number of work programs established by partner economies leading to strengthened capacity for and measurable progress on developing and implementing Low Emission Development Strategies (LEDS) by the end of FY 2014.				
PRIOR YEAR RATINGS TREND					
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
N/A	N/A	N/A	N/A	New Indicator, No Rating	▲ Above Target
TARGETS AND RESULTS					
FY 2014 Target	U.S. assistance will have strengthened capacity for and achieved measurable progress in developing and implementing LEDS in 20 countries.				
FY 2013 Target	U.S. assistance to support the development and implementation of LEDS will be on track to reach 20 countries by the end of 2013.				
FY 2012 Target	At least 12 agreed work programs established for supporting LEDS development.				
FY 2012 Rating and Result	Rating: Above Target 12 work programs established for supporting LEDS development.				
Impact	These work plans outline activities that will lead to “strengthened capacity for and measurable progress on developing and implementing Low Emission Development Strategies”, and will lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national greenhouse gas emissions trajectories through 2020 and longer.				
Reason for Exceeding Target	Outreach from Posts to partner countries was effective in accelerating and obtaining agreed work programs.				
FY 2011 Rating and Result	Rating: New Indicator, No Rating				
FY 2010 Rating and Result	Rating: N/A				

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FY 2009 Rating and Result	Rating: N/A
FY 2008 Rating and Result	Rating: N/A
FY 2007 Rating and Result	Rating: N/A
VERIFICATION AND VALIDATION	
Methodology	The Department of State and USAID follow federal regulations and procedures in their agencies in verifying and validating the accuracy of performance information received. Regular reporting is required. Audits are performed when necessary. Project monitoring provides on-the-ground verification of partner activity and permits both comparison to partner reporting documentation and independent data quality assessments by DOS/USAID personnel.
Data Source and Quality	Data for this indicator is provided by DOS/USAID partners, whose data sources vary according to the partners' scope of work, but commonly include, e.g., host government sources, grassroots level facility/site measurements and studies, calculations based on increased efficiencies and implementation of relevant regulations and best practices. Data collection is in beginning stages. Data Quality Assessment will be performed prior to reporting results.

Justification of Request

The FY 2014 OES Request for Diplomatic and Consular Program (D&CP) funds includes built-in current services adjustments of \$430,000 above the FY 2012 Actual. OES works to achieve Department and administration strategic goals of global prosperity, peace and security, humanitarian relief, and investments in women and girls.

OES promotes green, inclusive economic growth, and with the President's Global Development Policy as a guidepost, works to advance good governance, transparency and science-based decision-making. The activities carried out under the environmental agreements of Free Trade Agreements promote a level commercial playing field and enhance U.S. trading partners' environmental governance. OES work on the economic valuation of ecosystems and associated species provides governments the tools to make informed decisions about the resources on which they rely for economic development. OES also advances U.S. economic interests in the use of space systems and technologies such as Global Positioning System (GPS).

In addition, OES supports regional stability by working to prevent conflict over shared waters by building political commitment, developing partnerships and facilitating regional discussions on shared waters. OES uses science diplomacy to broaden the dialogue with strategic countries. OES plays a central role in the five-country Lower Mekong Initiative, which addresses mutual, trans-national challenges in health, environment, energy security, education, infrastructure, agriculture, and food security. OES improves the safety, security and environmental conditions of the Polar Regions; the Arctic Council provides a venue for mutually agreeable cooperation and constructive discussion on environmental protection and sustainable development among Russia, Canada, the five Nordics countries (Iceland, Norway, Finland, Sweden, Denmark) and the United States.

The inclusion and empowerment of women is a priority in all OES efforts. OES strategically uses existing science and technology agreements to encourage science, technology, engineering and mathematics education, especially for women and girls, to promote women's advancement in careers in

BUREAU OF OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

science, and to empower women by increasing access to safe drinking water and sanitation. Also, the State Department immediately draws on OES expertise in environmental crises and natural disasters, such as oil spills, nuclear disasters, earthquakes, and tsunamis.

OES places importance on effective budgetary and resource management. OES leaders up to and including the Assistant Secretary are personally involved in reviews and decisions. When evaluating financial plan allocations, OES has made and will continue to make difficult tradeoffs on resources. Cognizant of the constrained resource environment, OES will continue to look for new partnerships, including those with private or corporate resources, to make pursuit of U.S. national interests more effective and efficient.

Resource Summary

	Positions				Funds (\$ in thousands)			
	American			FSN	Pos Total	Bureau Managed	American Salaries	Funds Total
	CS	FS Dom	Overseas					
FY 2012 Actual	165	36	0	0	201	13,196	23,520	36,716
FY 2013 Estimate	165	36	0	0	201	13,196	23,520	36,716
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	7	220	227
Domestic Inflation	0	0	0	0	0	203	0	203
Total Built-in Changes	0	0	0	0	0	210	220	430
FY 2014 Current Services	165	36	0	0	201	13,406	23,740	37,146
FY 2014 Request	165	36	0	0	201	13,406	23,740	37,146

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AND SCIENTIFIC AFFAIRS**

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Oceans and International Environment and Scientific Affairs (OES)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Office of Conservation of Water	18	0	2,855	18	0	2,875	18	0	2,913	0	0	58
Office of Environmental Quality and Transboundary Issues	24	0	4,104	24	0	4,124	24	0	4,176	0	0	72
Office of Global Change	20	0	5,776	20	0	5,620	20	0	5,646	0	0	(130)
Office of International Health and Biodefense	13	0	1,955	13	0	1,976	13	0	2,005	0	0	50
Office of Marine Conservation	12	0	2,034	12	0	2,054	12	0	2,081	0	0	47
Office of Ocean and Polar Affairs	18	0	2,855	18	0	2,875	18	0	2,913	0	0	58
Office of Policy and Public Outreach	10	0	1,236	10	0	1,210	10	0	1,230	0	0	(6)
Office of Science and Technology Cooperation	19	0	3,348	19	0	3,368	19	0	3,411	0	0	63
Office of Space and Advanced Technology	14	0	2,735	14	0	2,755	14	0	2,790	0	0	55
Office of the Assistant Secretary	19	0	2,920	19	0	2,940	19	0	2,979	0	0	59
Office of the Executive Director	34	0	6,898	34	0	6,919	34	0	7,002	0	0	104
Total	201	0	36,716	201	0	36,716	201	0	37,146	0	0	430

Funds by Object Class

(\$ in thousands)

Bureau of Oceans and International Environment and Scientific Affairs (OES)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	18,971	18,971	19,202	231
1200 Personnel Benefits	6,324	6,324	6,401	77
2100 Travel & Trans of Persons	5,435	5,435	5,160	(275)
2300 Rents, Comm & Utilities	1,130	1,130	1,130	0
2400 Printing & Reproduction	261	261	241	(20)
2500 Other Services	4,353	4,353	4,790	437
2600 Supplies and Materials	242	242	222	(20)
Total	36,716	36,716	37,146	430

BUREAU OF POLITICAL-MILITARY AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	278	278	278	0
Enduring Funds	43,777	43,790	44,134	357

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Political-Military Affairs (PM) integrates diplomacy and defense, forging strong international partnerships to meet shared security challenges. It is the Department's principal interface with the Department of Defense (DOD) and advances the State-DOD relationship by providing the Secretary of State with a global perspective on political-military issues; promoting regional stability by building partnership capacity and strengthening friends and allies through security assistance programs; regulating arms transfers and defense trade; providing diplomatic support to DOD for basing, military exercises, and overseas operations; contributing to defense and political-military policy and planning; and reducing threats from conventional weapons through humanitarian demining and small arms destruction programs.

During the FY 2014-2016 timeframe, PM will focus on previously identified core responsibilities that support key national security priorities. These include administering over \$6 billion of security assistance, leading the U.S. Government's interagency response to piracy off the coast of Somalia, implementing the President's Export Control Reform Initiative, and holding consultations with regional partners.

PM will continue leading the U.S. Government's efforts to combat illicit proliferation of Advanced Conventional Weapons (ACW), such as Man-Portable Air Defense Systems (MANPADS), Anti-Tank Guided Missiles, and other standoff weapons systems. In the hands of terrorists or other violent non-state actors, MANPADS - also known as shoulder-fired anti-aircraft missiles - pose a serious threat to humanitarian aid flights, the commercial aviation industry, and military aircraft around the world. PM efforts focus on synchronizing the U.S. Government activities, cooperating with governments to reduce excess or otherwise at risk ACW stockpiles, and coordinating these efforts with other donor governments and international organizations. PM will continue to lead U.S. Government policy planning to anticipate and preempt the threat of future ACW proliferation.

PM efforts to reduce conventional weapons proliferation in North Africa and the Middle East provide an example of this critical work. In FY 2011, PM helped secure nearly 5,000 MANPADS and components - a significant portion of the approximately 20,000 that the Qaddafi regime may have amassed over four decades of rule. PM supports Libyan efforts to secure and account for loose MANPADS and coordinates funding with allies to develop the Libyan Mine Action Center as the focal point for conventional weapons destruction. Outreach across North Africa and Middle East is a key part of PM's efforts to engage partner countries to mitigate the illicit proliferation threat. PM also worked with the Bureau of International Security and Nonproliferation (ISN) to assist the governments of Chad and Niger in their efforts to counter illicit ACW proliferation.

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As PM looks to combat potential ACW proliferation, the ongoing conflict in Syria looms in the planning. PM is working closely with senior Department leadership, the U.S. Government interagency, and the international community to develop ACW proliferation mitigation strategies to implement quickly as conditions dictate – strategies that funds requested herein would help underwrite. Further, PM continues engagement with allies and partners to ensure effective and efficient responses to emerging proliferation threats from other countries.

PM plays a leading role in maintaining Israel's security and Qualitative Military Edge (QME), ensuring Israel is equipped with highly advanced systems such as the F-35 Joint Strike Fighter and assisting Israel to better defend itself from the threat of rockets and ballistic missiles through Iron Dome and other missile defense programs. PM efforts to support Israel's QME include closely analyzing events in the region and assessing their impact on Israel's security. Maintaining Israel's QME informs PM decisions on defense cooperation with other governments in the region, particularly as PM increases partners' capabilities to support regional stability during a period of political change in the Middle East.

In FY 2014, PM will continue to coordinate the Department's review of DOD training deployments of U.S. military forces, including counternarcotics and counterterrorism activities in concert with the Bureau of International Narcotics and Law Enforcement (INL) and Bureau of Counterterrorism (CT), the Developing Countries Combined Exercise Program, and Joint Combined Exchange Training, including all Significant Military Exercise Briefs deemed politically or regionally significant. PM will also support U.S. military operations by negotiating diplomatic agreements with foreign partners, including Status of Forces Agreements, Defense Cooperation Agreements, Base Access Agreements, Transit Agreements, and Burden-Sharing Agreements, and by providing Foreign Policy Advisors to advise U.S. military service chiefs and combatant commanders.

To support the U.S. rebalance towards the Asia-Pacific region, PM will contribute to the development of a comprehensive and lasting regional security infrastructure by playing a leading role in ongoing deliberations concerning the posture of U.S. forces in the region and the appropriate legal frameworks to support their presence. PM will bolster the military capabilities of allies in the Asia-Pacific region, such as those required to secure sea lines of communication, and develop long-term relationships with partners to advance regional security.

PM will continue to ensure the sale and export of defense articles is transparent, consistent, and predictable, and is implemented in a manner that supports U.S. objectives, allies and friends, and the U.S. defense industrial base; review the purchase by other countries of U.S. military equipment through Foreign Military Sales (FMS) and Direct Commercial Sales programs to maintain consistency with U.S. foreign policy and national security objectives; and manage arms transfers and third-party transfers, disposal, and changes of end-use involving U.S. origin equipment procured via FMS and all government-to-government grant assistance programs.

In FY 2014 and beyond, PM will seek interagency and Congressional support for a third-phase extension of the Global Peacekeeping Operation Initiative (GPOI) to begin in FY 2015. GPOI is a security assistance program designed to enhance international capacity to conduct United Nations (UN) and regional peace support operations (PSOs) by building partner country capabilities to train and sustain peacekeeping proficiencies; increasing the number of capable military troops and formed police units (FPUs) available for deployment; and facilitating the preparation, logistical support, and deployment of military units and FPUs to PSOs.

In addition to commitments for the responsibilities and initiatives outlined above, PM has identified five key FY 2014-2016 goals and 22 supporting objectives to support the Administration's Joint Strategic Goals. These goals represents PM's implementation of the strategic planning reforms outlined in the

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Quadrennial Diplomacy and Development Review (QDDR), and provides an opportunity to identify targeted desired outcomes PM will accomplish beyond current activities and required responses to unplanned developments. These five goals are that (1) global security, including civilian security, is improved through the enhancement of partner nation institutional and operational capabilities; (2) threats to the United States and the international order are countered through mutually supportive government-to-government security relationships; (3) risks to U.S. security and local populations from unsecured military weaponry are minimized; (4) defense policy and operations are coordinated and consonant with U.S. foreign policy; and (5) excellence in leadership and management is maintained.

In recognition of key linkages in the work of the four security sector bureaus in the Department of State, another new component of PM's FY 2014-2016 Strategy is the inclusion of a Joint Security and Justice Sector strategy that outlines key issues on which PM, CT, INL and ISN will collaborate. The Joint Statement, signed by Assistant Secretary Shapiro (PM), Ambassador Lanier (CT), Assistant Secretary Brownfield (INL), and Assistant Secretary Countryman (ISN) is considered an integral component of the PM Strategy.

Performance

State-Defense Exchange (SDE) military advisors can serve as the Department of State's primary interlocutors for military initiatives, programs, and operations. It is therefore critical that these advisors bring sufficient substantive expertise to the State Department, helping to ensure appropriate alignment of State and DOD regional and functional efforts.

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world								
Strategic Priority		Security Cooperation and Security Sector Reform						
Active Performance Indicator		NEW APP INDICATOR: Military Officer MOU billets filled.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	New Indicator, No Rating	Staffed at 60%	60.2% ◀▶ On Target	Staffed at 75%	Staffed at 90%
Impact		State and DOD have a shared responsibility for national security and need to coordinate carefully on numerous issues affecting both foreign policy and defense. The long standing practice of billet exchanges between these two agencies has greatly facilitated this coordination and enhances the breadth of each agency's viewpoints while also developing a strong cadre of political-military experts.						
Methodology		The Political Military Affairs Bureau's Office of International Security Operations (PM/ISO) tracks the percentage of total billet positions filled by military officers.						

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Data Source and Quality	The exchanges of military officers is agreed upon by the January 4, 2012 Memorandum of Understanding between State and the Department of Defense. These are non-reimbursable billets. No significant data limitations as the billets are defined by the MOU on the Personnel Exchange Program.
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Cooperation and coordination between the Department of State and Department of Defense is advanced through the strategic placement of political advisors (POLADs) within geographic and functional combatant commands, in Joint Interagency Coordinating Groups (JIACGs), in select DOD agencies, and by the placement of SDE officers in the Office of the Secretary of Defense and the Joint Staff. These Foreign Service Officers (FSOs) and Foreign Affairs Officers (FAOs) provide linkages to the Department of State and influence issues with political-military aspects, including by informing DOD of U.S. foreign policy on emerging issues.

Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world								
Strategic Priority		Security Cooperation and Security Sector Reform						
Active Performance Indicator		NEW APP INDICATOR: POLAD billets filled.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	N/A	N/A	N/A	92%	95%	94%	96%
New Indicator, No Rating	N/A	N/A	N/A	N/A		▲ Above Target		
Reason for Exceeding Target		State is above target by aggressive placement of State personnel to fill these critical billets across the DOD. Additional positions are on track to be filled in the following years.						
Impact		State and DOD have a shared responsibility for national security and need to coordinate carefully on numerous issues affecting both foreign policy and defense. The long standing practice of billet exchanges between these two agencies has greatly facilitated this coordination and enhances the breadth of each agency's viewpoints while also developing a strong cadre of political-military experts.						
Methodology		PM tracks the percentage of total POLAD billet positions being filled by military officers based upon the MOU.						
Data Source and Quality		The exchanges of State Personnel is agreed upon by the January 4, 2012 Memorandum of Understanding between State and the Department of Defense. These are non-reimbursable billets. No significant data limitations as the billets are defined by the MOU on the Personnel Exchange Program.						

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Justification of Request

The FY 2014 Request for PM is \$44.1 million and 278 positions. The request is a \$357,000 decrease from FY 2012 Actual and reflects current services and administrative savings.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	163	75	40	0	278	9,672	34,105	43,777
FY 2013 Estimate	163	75	40	0	278	9,685	34,105	43,790
FY 2014 Built-in Changes								
Absorption of Domestic Inflation	0	0	0	0	0	(95)	0	(95)
American COLA	0	0	0	0	0	37	307	344
Domestic Inflation	0	0	0	0	0	95	0	95
Total Built-in Changes	0	0	0	0	0	37	307	344
FY 2014 Current Services	163	75	40	0	278	9,722	34,412	44,134
FY 2014 Request	163	75	40	0	278	9,722	34,412	44,134

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Political-Military Affairs (PM)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Congressional & Public Affairs	3	0	459	3	0	459	3	0	462	0	0	3
Counter Piracy and Maritime Security	6	0	1,187	6	0	1,188	6	0	1,196	0	0	9
Deputy Assistant Secretary for Defense Trade and Regional Security	2	0	323	2	0	323	2	0	326	0	0	3
Deputy Assistant Secretary for Plans, Programs, and Operations	1	0	170	1	0	170	1	0	171	0	0	1
Directorate for Defense Trade Controls	4	0	696	4	0	696	4	0	701	0	0	5
International Security Operations	7	0	3,033	7	0	3,035	7	0	3,050	0	0	17
Office of Defense Trade Controls Compliance	23	0	2,980	23	0	2,980	23	0	3,006	0	0	26
Office of Defense Trade Controls Licensing	45	0	6,970	45	0	6,972	45	0	7,027	0	0	57
Office of Defense Trade Controls Policy	7	0	1,087	7	0	1,087	7	0	1,095	0	0	8
Office of Plans, Policy, and Analysis	24	0	3,753	24	0	3,754	24	0	3,784	0	0	31

BUREAU OF POLITICAL-MILITARY AFFAIRS

Bureau of Political-Military Affairs (PM)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Office of Regional Security & Arms Transfers	28	0	4,192	28	0	4,193	28	0	4,227	0	0	35
Office of Weapons Removal and Abatement	19	0	2,960	19	0	2,961	19	0	2,984	0	0	24
Office of the Assistant Secretary	6	0	1,535	6	0	1,536	6	0	1,546	0	0	11
POLADS/SDE Coordination	4	0	630	4	0	630	4	0	635	0	0	5
Political Advisors	87	0	12,046	87	0	12,050	87	0	12,153	0	0	107
Principal Deputy Assistant Secretary for Management and Negotiations	1	0	179	1	0	179	1	0	180	0	0	1
Security Negotiations and Agreements	1	0	352	1	0	352	1	0	354	0	0	2
State/Defense Exchange Officers	10	0	1,225	10	0	1,225	10	0	1,237	0	0	12
Total	278	0	43,777	278	0	43,790	278	0	44,134	0	0	357

Funds by Object Class

(\$ in thousands)

Bureau of Political-Military Affairs (PM)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	30,513	30,284	30,560	47
1200 Personnel Benefits	7,628	7,511	7,579	(49)
2100 Travel & Trans of Persons	1,291	966	966	(325)
2300 Rents, Comm & Utilities	885	953	953	68
2400 Printing & Reproduction	219	230	230	11
2500 Other Services	2,971	3,619	3,619	648
2600 Supplies and Materials	110	143	143	33
3100 Personal Property	160	84	84	(76)
Total	43,777	43,790	44,134	357

BUREAU OF POPULATION, REFUGEES AND MIGRATION

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	0	0	0	0
Enduring Funds	661	657	663	2

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Population, Refugees and Migration (PRM) coordinates U.S. policies related to international population diplomacy. PRM's Office of Population and International Migration (PRM/PIM) takes the lead in the State Department, in collaboration with other bureaus and the U.S. Agency for International Development (USAID), to accomplish the Administration's goals related to population, family planning, and reproductive health. In addition, PRM's population team coordinates closely with other bureaus and agencies to determine foreign assistance funding levels for multilateral organizations involved with population programs. Funding to support bilateral international family planning activities is in the Global Health Programs and other foreign operations accounts administered by USAID.

Through PRM, the U.S. government advocates for international programs to promote healthy populations, including reproductive health and family planning, especially in developing countries where maternal mortality remains unacceptably high. PRM's efforts support the Obama Administration's global health priorities which include goals to improve maternal and child health and increase access to family planning, as well as the Department's Global Youth Strategy and the U.S Strategy to Prevent and Respond to Gender-based Violence Globally. PRM seeks to promote sexual and reproductive health, reproductive rights, and women's empowerment as well as the broader development agenda embraced in the 1994 International Conference on Population and Development (ICPD) Program of Action. These include human rights, gender equality, strong families, care and protection of children, the right of all couples and individuals to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so free from discrimination, coercion or violence, as well as ensuring that international family planning goals are defined in terms of unmet needs for information and services, and family planning activities adhere to the principle of voluntary choice. PRM is also increasingly engaged in the promotion of reproductive health in crisis and humanitarian settings.

PRM's population team prepares U.S. delegations for international meetings and conducts bilateral negotiations in support of these principles. PRM has the lead in representing the U.S. government on the Executive Board of the United Nations Population Fund (UNFPA) as well as the UN Commission on Population and Development (CPD). The population team conducts outreach and dialogue with officials of governments, multilateral organizations, Non Government Organizations (NGOs), and other entities engaged with population, family planning and reproductive health matters.

The Department coordinates U.S. policies related to international population issues, and promotes goals outlined in the Quadrennial Diplomacy and Development Review. PRM provides leadership in furthering the U.S. government goal of promoting healthy and educated populations by serving as the State Department's central point of contact for policy guidance relating to population, particularly on sexual and reproductive health and reproductive rights. The population team works with State Department counterparts and other U.S. government agencies to ensure that language regarding population issues in

BUREAU OF POPULATION, REFUGEES AND MIGRATION

documents adopted in multilateral fora, including the UN, is consistent with U.S. government policy. PRM is actively participating in the development of policy associated with sexual and reproductive health and reproductive rights in the 20 year reviews of the 1994 ICPD Program of Action, the 1995 Beijing Declaration and Platform for Action, and the 2015 review of the Millennium Development Goals.

This Diplomatic and Consular Programs account funds the operating expenses, including salaries and benefits, for staff who work on population issues in PRM/PIM.

Justification of Request

The FY 2014 budget request of \$0.7 million reflects a net increase of \$2,000 above the FY 2012 Actual. This request includes funding to support the salaries of PRM's staff working on population issues as well as travel necessary to support the Department's third Strategic Goal, as it relates to the administration of the Department's and the Bureau of Population Refugee and Migration family planning, maternal and child survival, and reproductive health goals.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	0	0	0	0	0	661	0	661
FY 2013 Estimate	0	0	0	0	0	657	0	657
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	6	0	6
Total Built-in Changes	0	0	0	0	0	6	0	6
FY 2014 Current Services	0	0	0	0	0	663	0	663
FY 2014 Request	0	0	0	0	0	663	0	663

Funds by Object Class

(\$ in thousands)

Population, Refugees, and Migration (PRMPOP)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	500	500	513	13
1200 Personnel Benefits	139	134	139	0
2100 Travel & Trans of Persons	22	23	11	(11)
Total	661	657	663	2

BUREAU OF PUBLIC AFFAIRS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	235	235	235	0
Enduring Funds	39,619	39,665	40,096	477

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Bureau of Public Affairs (PA) engages domestic and international media to communicate timely and accurate information with the goal of furthering U.S. foreign policy and national security interests as well as broadening understanding of American values. In carrying out its mission, the Public Affairs Bureau employs a wide range of media platforms, provides historical perspective and conducts public outreach.

The Bureau is constantly adapting to a rapidly changing international media environment and always seeking new and better ways to proactively engage with audiences around the world via media and to ensure that the Department's policies are being accurately reported and clearly understood. The Bureau's priorities for FY 2014 will be guided by the need to be strategic in its messaging, clear in its communications as an institution, effective in its public response to crises, and creative in the use of new technology and popular platforms to reach the widest possible audience. To do this, PA must:

- Equip itself so that it can message comprehensively and rapidly in support of foreign policy goals and priorities;
- Lead the spokespeople of the Department to effectively communicate its policies, including maintaining message discipline;
- Utilize online platforms and connection technologies to communicate more broadly and with new audiences;
- Increase the number of faces, voices and languages representing the Department on the record
- Support Principals', bureaus' and embassies' public response to crises; and
- Ensure that Bureau resources are being leveraged for maximum use in a cost-effective way.

The spokespeople of the Department need leadership to ensure that media engagements support foreign policy goals and priorities. In FY 2013 PA introduced a centralized Planning Team to enable bureaus and offices to work easily with PA to create comprehensive media engagement plans. In FY 2014 PA will continue to utilize the Planning Team established by former Secretary Clinton's Strategic Communications team. Institutionalizing increased Foreign Service staffing throughout the Bureau will improve communication and connections to ensure that Public Affairs activities initiated anywhere in the Department are part of a larger strategy to further policy goals. It will also help to articulate a career path for officers with talent in communications and media management.

In FY 2013, PA introduced a unified division of Digital Strategy- to include Broadcast, Website Management, and Digital Engagement, to ensure that State Department messaging content is being communicated across digital platforms in addition to the traditional platforms of print and broadcast. In FY 2014, PA will enhance the technology being used in that division so that it can truly practice 21st century statecraft.

BUREAU OF PUBLIC AFFAIRS

Rapid Response Unit

The Bureau produces timely and accurate analysis of how international media treats key U.S. foreign policy issues. The Bureau chooses appropriate public remarks from senior U.S. officials to match its media analysis in order to empower U.S. officials to speak with confidence on critical issues and help trigger a coordinated and timely response to breaking news stories and to shape the media agenda. The Bureau produces media reporting to assist with the formation of U.S. public responses to the latest international developments, including distributing region-specific surveys of Western Hemisphere and East Asia by email and posting reporting from the London and Brussels hubs on the Department's web site.

International Media Engagement

In FY 2011, the Department consolidated oversight and management of the six Regional Media Hubs under the Bureau of Public Affairs. Utilizing the Hubs as a starting point, the Bureau incorporates international media based overseas into Department activities, briefings and interviews. The Foreign Service Officers serving at the Hubs speak on the record as Department spokespeople, while simultaneously providing real time media reaction and support for major Administration announcements, travels and events, and to promote, advocate and amplify them.

Foreign Press Centers

Whereas the Office of International Media Engagement (IME) targets media based in their own countries overseas, PA's Foreign Press Centers (FPC) target international media reporting from the United States. The FPCs play a vital role in educating and exposing foreign correspondents in the United States about not only U.S. foreign policy, but also U.S. society and culture. Along with their Hub colleagues, the FPCs will continue their role as platforms to increase the number of accurate portrayals of the Administration's policies in the global media and assist resident and visiting foreign media to cover the United States with greater access to government officials, newsmakers and policy experts, and explain the political, economic, social, and cultural context in which U.S. policy is made and U.S. society is governed.

Office of Broadcast Services

In FY 2014 PA will continue to leverage the convergence of television and the internet and increase its value to the Department's mission through the creation of a division of Digital Content. This will require a migration to digital video editing and a regularized system for obtaining videos of the Secretary and other principals, as well as increased policy input to the selection of video clips. The Bureau will continue to utilize the full range of platforms- traditional and digital- to disseminate video, including constant livestream capability on State.gov. PA will continue to help foreign broadcasters develop balanced television programming for their audiences through facilitative assistance programs such as TV Co-ops and other broadcaster assistance that cover a wide spectrum and are seen by millions of viewers. PA uses a multi-tier traditional broadcast and evolving digital media approach for covering over 250 of the Secretary's press events annually; over 300 State Daily, Foreign Press Center, and Special Press Briefings; over 200 domestic and foreign interviews. PA will expand State on Demand and Live at State as flagship programs.

Website Management and Digital Engagement

Expanding the reach of U.S. foreign policy to domestic and global audiences through new media, PA maintains the Department's official blog, DipNote (<http://blogs.state.gov>) and several social media platforms such as Twitter, Facebook, YouTube, Flickr and Tumblr. The Bureau also manages new media elements on state.gov (e.g. Secretary's interactive travel map, Text the Secretary), all state.gov video, and live stream broadcasts. Leveraging the Regional Media Hubs, the Bureau owns and operates ten popular foreign language Twitter feeds to message and engage. As more and more of PA's video content is developed for online use and dissemination, Website Management and the Office of Digital Engagement

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will need to introduce digital editing hardware and software in concert with the packages introduced into the Office of Broadcast Services.

In FY 2014 the bureau will continue to develop new video products and applications for mobile devices, and expand the Department's presence on social media platforms.

Press Operations

Reaching out to expanded audiences directly and through the media, in FY 2014 PA needs a transcription capability that matches the Bureau's ambitions to use new media and expand its presence on the web in order to reach new audiences. Faster production and public release of transcribed remarks of senior State Department officials will ensure that the Administration's core foreign policy positions are resonating in real-time on the internet, and reaching audiences far beyond the confines of the briefing room. Press Officers will move to the same computer network as the rest of the State Department. The Press Office will be reorganized to allow for simultaneous activity that prepares/supports the daily press briefing as well as proactive engagement with national and regional U.S. media.

Public Liaison

In FY 2014, PA will deliver the Administration's foreign policy message to previously under-served audiences by targeting Diaspora communities on a range of relevant issues, relying on technology to reach groups outside of Washington and increasing the use of social media to push out the Department's message to an even wider audience. PA will undertake a serious and coordinated effort to keep potential third party validators informed and aware of major statements, events and messages.

Historian's Office

Making the American foreign policy story visible through historical presentation and outreach, the Historian of the Department of State is responsible, under law, for publishing the official documentary history of American foreign policy in the series, *Foreign Relations of the United States (FRUS)*, within a legislatively mandated 30 years of events. In addition, The Historian supports the policy process and the President's agenda with historical research and provides context to outreach activities. Through continued efforts in FY 2014 to digitize past volumes of the *FRUS*, The Historian of the Department will be well positioned to respond to a larger number of requests from Department principals, the White House and the National Security Council, for short- and long-term historical studies in support of current policy, especially those with particular focus on the President's agenda. Digitization of past *FRUS* volumes promote a greater understanding of foreign policy to a wider audience by creating and updating an ever-expanding array of historical products, and increasingly using technology to create and disseminate many of these products through an improved Web page.

Diplomacy Center

The U.S. Diplomacy Center continues to plan for the Department's new 30,000-square foot exhibition hall including an education center to connect the American people to the world of diplomacy. The exhibition hall will be located adjacent to the Harry S. Truman building in Washington, DC. Former Secretaries of State Henry Kissinger, Madeleine Albright, James Baker and Colin Powell have been engaged to assist in private sector fundraising efforts in which proceeds will be used to fund the entire project. The U.S. Diplomacy Center aims to highlight, inform, explain and clarify the role of U.S. Diplomacy.

Performance

The Bureau of Public Affairs will continue to tap the power of the foreign media to inform and engage global publics about U.S. foreign policy and explain the President's agenda abroad. Far reaching programs

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such as reporting tours for resident and visiting foreign journalists are some of the most powerful mechanisms for U.S. diplomacy.

Strategic Goal 6: Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world								
Strategic Priority		Counter Violent Extremism Voices						
Active Performance Indicator		Number of articles accurately portrayed or broadcasted by journalists participating in Foreign Press Center programs.						
Prior Year Results and Ratings					FY 2012		Planned Targets	
FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Target	Result and Rating	FY 2013	FY 2014
N/A	N/A	70 articles [Baseline]	100 articles	200 articles	250 articles	250 articles	300 articles	325 articles
	New Indicator, No Rating	◀▶ On Target	◀▶ On Target	◀▶ On Target		◀▶ On Target		
Impact		Foreign Press Center (FPC) programs give international journalists balanced and in-depth information on U.S. foreign and domestic policies and yield concrete results: accurate portrayals of U.S. policy to readers and viewers around the world. 50 percent of journalists participating in FPC programs placed 250 accurate portrayals of the Administration's policy in global traditional media.						
Methodology		The accuracy of the articles is judged by Department Media Relations Officers. These articles were placed in targeted media markets to broaden the reach of the Administration's policy message.						
Data Source and Quality		The Foreign Press Center Program Officers, in collaboration with the posts, are taking an active role in documenting the views of the Department-sponsored journalists upon the completion of the media tours. Each journalist tour is documented in a comprehensive report. The Data Quality Assessment revealed no significant limitations. Determination of accuracy, while subjective, is based on pre-established standards.						

Justification of Request

PA's FY 2014 Request is \$40 million, a \$477,000 increase over FY 2012 actual. This increase is to maintain current services and supports domestic inflation and the cost of living adjustment. This request provides continued support for communicating timely and accurate information with the goal of furthering U.S. foreign policy and national security interests as well as broadening understanding of American values.

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Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	219	16	0	0	235	12,588	27,031	39,619
FY 2013 Estimate	219	16	0	0	235	12,634	27,031	39,665
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	17	240	257
Domestic Inflation	0	0	0	0	0	174	0	174
Total Built-in Changes	0	0	0	0	0	191	240	431
FY 2014 Current Services	219	16	0	0	235	12,825	27,271	40,096
FY 2014 Request	219	16	0	0	235	12,825	27,271	40,096

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Bureau of Public Affairs (PA)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Assistant Secretary for Public Affairs	9	0	11,094	9	0	11,107	79	0	11,227	70	0	133
Deputy Assistant Secretary for Digital Communications	0	0	10,301	0	0	10,313	45	0	10,425	45	0	124
Deputy Assistant Secretary for International Media	0	0	793	0	0	793	15	0	802	15	0	9
Deputy Assistant Secretary for Outreach	0	0	3,566	0	0	3,570	20	0	3,609	20	0	43
Deputy Assistant Secretary for Press	84	0	0	84	0	0	14	0	0	(70)	0	0
Deputy Assistant Secretary for Public Information	62	0	0	62	0	0	0	0	0	(62)	0	0
Deputy Assistant Secretary for Public Liaison and IGA	60	0	0	60	0	0	0	0	0	(60)	0	0
Deputy Assistant Secretary for Spokesman	0	0	1,981	0	0	1,984	27	0	2,006	27	0	25
Deputy Assistant Secretary for Strategic Communication	0	0	792	0	0	793	14	0	802	14	0	10
Executive Office	20	0	11,092	20	0	11,105	21	0	11,225	1	0	133
Total	235	0	39,619	235	0	39,665	235	0	40,096	0	0	477

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Funds by Object Class

(\$ in thousands)

Bureau of Public Affairs (PA)	FY 2012 Actual	FY 2013 CR	FY 2014 Request	Increase/Decrease From FY2012
1100 Personnel Compensation	21,785	21,790	21,993	208
1200 Personnel Benefits	7,009	7,010	7,074	65
2100 Travel & Trans of Persons	1,636	1,642	1,667	31
2200 Transportation of Things	126	126	128	2
2300 Rents, Comm & Utilities	3,902	3,917	3,975	73
2400 Printing & Reproduction	629	632	642	13
2500 Other Services	3,902	3,917	3,976	74
2600 Supplies and Materials	252	253	257	5
3100 Personal Property	378	378	384	6
Total	39,619	39,665	40,096	477

OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS

Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	38	38	38	0
Enduring Funds	6,579	6,486	6,521	(58)

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

The Office to Monitor and Combat Trafficking in Persons (J/TIP) was established in October 2001 pursuant to the Trafficking Victims Protection Act (TVPA) of 2000. Fulfilling the mandates of the TVPA, J/TIP provides leadership and coordination within the U.S. government and engages with foreign governments, civil society, and multilateral organizations to focus attention and devote resources to addressing human trafficking with the ultimate goal of eradicating this crime. J/TIP advances the priorities of the TVPA by promoting the prosecution of traffickers, the protection of victims, the prevention of trafficking in persons (TIP), and the facilitation of partnerships worldwide. J/TIP's work primarily falls under three of the goals found in the Department and USAID's Joint Strategic Goal Framework: Goal 1—Counter threats to the United States and the international order, and advance civilian security round the world; Goal 3—Expand and sustain the ranks of prosperous stable and democratic states by promoting effective, accountable, democratic governance respect for human rights, sustainable, broad based economic growth, and well-being; and Goal 6—Advance U.S. interest and universal values through public diplomacy and programs that connect the United States and Americans to the world.

J/TIP uses Domestic and Consular Programs (D&CP) funds to support the following activities of the Office: 1) TVPA mandated bilateral engagement with governments assessed in the annual *Trafficking in Persons Report* (TIP Report), which includes travel and diplomatic engagement, ongoing monitoring and reporting, preparation of national action plans for each country assessed in the TIP Report, intensive diplomacy to explain the automatic downgrade provisions of the 2008 TVPA (which requires countries on Tier 2 Watch List to be downgraded to Tier 3 after two consecutive years on the Watch List) and preparation of sanction waivers as determined by the Secretary of State; 2) the alignment of foreign assistance programming with tier rankings and ongoing collaboration with the Office of Foreign Assistance (F) and other bureaus and agencies to ensure foreign assistance goals are successfully met through foreign assistance funding managed by J/TIP; 3) increased interagency coordination and facilitation of growing White House requests for additional measures to combat TIP; 4) ongoing public diplomacy and engagement, including establishing and facilitating public-private partnerships; 5) implementation of the new Department Evaluation Policy; 6) growing multilateral engagement; and, 7) operation and management of the office. In addition, the expected reauthorization of the TVPA during FY 2013 may result in the creation of new mandates that place additional demands on the Office.

J/TIP is responsible for writing the annual TIP Report. The TIP Report is the U.S. Government's principal diplomatic tool to engage foreign governments on human trafficking and encourage them to take action. After 11 years of publication, the TIP report has wide credibility for its thoroughness and is recognized as the definitive analytical work by the anti-trafficking community on the status of anti-trafficking efforts and has been a catalyst for change globally. As a testament to its power to effect global change, since its first publication more than 130 countries have enacted modern anti-trafficking laws. In

OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS

FY 2013, the thirteenth annual report will be published. J/TIP will engage with foreign governments and civil society organizations to focus attention on trafficking in persons and conduct assessments of each country's anti-trafficking efforts according to the minimum standards established in the TVPA. The report's high standing is based on tough but honest and objective assessments of governments' efforts to monitor and combat TIP. Countries included in the report are placed in one of four categories (Tier 1, Tier 2, Tier 2 Watch List, and Tier 3) based on the degree to which they comply or are making efforts to comply with the TVPA minimum standards.

J/TIP funds anti-TIP programs with International Narcotics Control and Law Enforcement (INCLE) funds, to address recommendations from the TIP Report in priority countries selected from the lower tiers that demonstrate the political will to address the problem but lack economic resources to do so. In response to J/TIP's FY 2012 annual solicitation for proposals, the Office received 518 Statements of Interest (SOI) requesting over \$281.5 million. J/TIP expects to fund about 44 projects with approximately \$17.7 million of the INCLE appropriations (about 4.2 percent of the amount requested by all of the SOI applications). At the end of FY 2012 J/TIP had 126 active projects in 64 countries totaling over \$64 million.

J/TIP management continues to build a 21st century workforce in order to conduct diplomacy and development activities in support of foreign policy goals. The Office recruits highly qualified experts in the field who are passionately committed to advancing the United States' goals of eradicating modern day slavery. In support of this highly dedicated staff, J/TIP management ensures that the staff has the necessary tools and training to meet management and program needs. The FY 2011 office reorganization has produced greater efficiency across office programs, reducing time-to-award grants from 24 months to less than 2 years. In FY 2011, J/TIP seed-funded Slavery Footprint from its foreign assistance budget, an online tool to raise awareness that consumer choices can help eradicate slavery from supply chains. Consumers have used this tool to send over 200,000 letters directly to companies asking them to employ the *Made in A Free World* process. This business-to-business network was established in close consultation with J/TIP to help buyers and sellers eliminate supply chain vulnerabilities and team up to promote ethical sourcing. J/TIP will continue to intensify its in-reach and training efforts to further institutionalize combating human trafficking among the core functions of the Department.

D&CP funds provide the financing for the Ambassador and staff to travel to approximately a third of the countries ranked in the TIP Report per year to fulfill the mandates of the TVPA. J/TIP's D&CP budget also funds contractors, support services, outreach materials, supplies, equipment and services, and enables the Office to support special initiatives. In preparation for the 2012 TIP Report, J/TIP's Reports and Political Affairs (RPA) team, led by the Ambassador engaged with foreign government officials and international organization and NGO representatives on 55 of the 185 countries assessed in the report.

Justification of Request

The Department's FY 2014 Request is \$6.5 million for the Office to Monitor and Combat Trafficking in Persons, which reflects a decrease of \$58,000 below the FY 2012 actual level. It maintains the Department's current level of support in a number of key initiatives including ongoing diplomatic engagement in regards to combating TIP globally, the publication of the annual TIP Report, management of foreign assistance programming to assist governments in their efforts to combat TIP, public engagement and ongoing facilitation of public-private partnerships, interagency coordination, multilateral engagement, and operation and management of the office.

OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	37	1	0	0	38	2,236	4,343	6,579
FY 2013 Estimate	37	1	0	0	38	2,143	4,343	6,486
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	8	27	35
Total Built-in Changes	0	0	0	0	0	8	27	35
FY 2014 Current Services	37	1	0	0	38	2,151	4,370	6,521
FY 2014 Request	37	1	0	0	38	2,151	4,370	6,521

Staff and Funds by Domestic Organization Units

(\$ in thousands)

Office to Monitor and Combat Trafficking in Persons (TIP)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Trafficking in Persons Office	38	0	6,579	38	0	6,486	38	0	6,521	0	0	(58)
Total	38	0	6,579	38	0	6,486	38	0	6,521	0	0	(58)

Funds by Object Class

(\$ in thousands)

Office to Monitor and Combat Trafficking in Persons (TIP)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	3,394	3,388	3,408	14
1200 Personnel Benefits	1,131	1,129	1,136	5
2100 Travel & Trans of Persons	775	743	746	(29)
2300 Rents, Comm & Utilities	173	166	167	(6)
2400 Printing & Reproduction	256	245	246	(10)
2500 Other Services	678	650	652	(26)
2600 Supplies and Materials	172	165	166	(6)
Total	6,579	6,486	6,521	(58)

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Resource Summary

(\$ in thousands)

Appropriations	FY 2012 Actual	FY 2013 CR ⁽¹⁾	FY 2014 Request	Increase/Decrease From FY2012
Positions - Enduring	484	484	489	5
Enduring Funds	93,484	95,011	105,775	12,291

(1) The FY 2013 CR is based on the annualized continuing resolution calculation for FY 2013 (P.L. 112-175).

Program Description

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

- Office of Policy Planning - provides independent policy advice and analysis to the Secretary;
- Office of Civil Rights - fosters a work environment free of discrimination throughout the Department;
- Office of Global Criminal Justice- advises the Secretary on efforts to address serious violations of international humanitarian law;
- Office of Global Women’s Issues (S/GWI) - leads the Department's efforts in integrating international women's issues into the pursuit of all its strategic objectives;
- Foreign Service Grievance Board - established by the Foreign Service Act of 1980;
- Office of U.S. Foreign Assistance Resources (F) - charged with directing the transformation of the U.S. Government approach to foreign assistance;
- Special Representative for Afghanistan and Pakistan – coordinates the President’s Strategy on Afghanistan and Pakistan;
- Special Envoy for Middle East Peace – strategizes and carries out new approaches to bringing peace and stability to this region;
- Coordinator for Sanctions Policy – coordinates Department action and analysis on sanctions policy and strengthen the effectiveness of sanctions as a tool of U.S. foreign policy;
- Office of Global Health Diplomacy – guides diplomatic efforts to advance the U.S. global health mission to improve and save lives and foster sustainability;
- Special Representative for Global Food Security – coordinates all aspects of U.S. diplomacy related to food security and nutrition;
- Office of the Coordinator for Cyber Issues – coordinates the Department’s global diplomatic engagement on cyber issues;

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- Senior Advisor for Civil Society and Emerging Democracies – coordinates and collaborates with Department bureaus in developing the Secretary’s civil society agenda and strengthening emerging democracies;
- Office of the Chief Economist – advises the Secretary on emerging economic issues.

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

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

Justification of Request

The Department’s FY 2014 Request of \$105.7 million for the Office of the Secretary, a \$12 million net increase over the FY 2012 Actual level, includes increases for domestic inflation and American COLA. Also included within this increase is \$9.624 million which reflects the following changes: \$5.1 million to support the Office of Global Women’s Issues (S/GWI) to manage programs through the Full Participation Fund (FP Fund) which promotes integration of gender equality and advancement of the status of women and girls in all Department operations, programming, and diplomacy; \$2.7 million to support the Office of U.S. Foreign Assistance Resources (F) to upgrade the FACTS Info budget data system, as well as \$850,000 to support the Foreign Assistance Dashboard; and, \$967,000 to support 5 new positions for the Office of the Coordinator for Cyber Issues (S/CCI). These positions will help address the increasing

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demand for cyber capacity building, training and policy development necessary to fulfill its responsibilities for leading U.S. international cyber policy development and strategic planning.

Resource Summary

	Positions					Funds (\$ in thousands)		
	American				Pos	Bureau	American	Funds
	CS	FS Dom	Overseas	FSN	Total	Managed	Salaries	Total
FY 2012 Actual	331	153	0	0	484	48,552	44,932	93,484
FY 2013 Estimate	331	153	0	0	484	50,079	44,932	95,011
FY 2014 Built-in Changes								
American COLA	0	0	0	0	0	425	577	1,002
Domestic Inflation	0	0	0	0	0	138	0	138
Total Built-in Changes	0	0	0	0	0	563	577	1,140
FY 2014 Current Services	331	153	0	0	484	50,642	45,509	96,151
FY 2014 Program Changes								
S/GWI Increase	0	0	0	0	0	5,107	0	5,107
FACTS Info	0	0	0	0	0	2,700	0	2,700
Foreign Assistance Dashboard	0	0	0	0	0	850	0	850
S/CCI Staffing updated as of 8/14	5	0	0	0	5	580	387	967
Total Program Changes	5	0	0	0	5	9,237	387	9,624
FY 2014 Request	336	153	0	0	489	59,879	45,896	105,775

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Staff and Funds by Domestic Organization Units

(\$ in thousands)

Office of the Secretary (S)	FY 2012			FY 2013			FY 2014			Increase/Decrease		
	Actual			CR			Request			From FY2012		
	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds	Am	FSN	Funds
Civil Rights	30	0	4,578	30	0	4,578	30	0	4,578	0	0	0
Civil Service Ombudsman	1	0	164	1	0	164	1	0	164	0	0	0
Deputy Secretary of State	33	0	4,053	33	0	3,653	33	0	3,653	0	0	(400)
Executive Office	31	0	9,980	31	0	8,993	31	0	8,993	0	0	(987)
Executive Secretariat	60	0	7,289	60	0	7,289	60	0	7,289	0	0	0
Foreign Service Grievance Board	4	0	1,411	4	0	1,411	4	0	1,411	0	0	0
Information Resource Management	45	0	13,055	45	0	13,055	45	0	13,055	0	0	0
New Policy Positions	42	0	8,524	42	0	12,186	47	0	14,216	5	0	5,692
Office for Global Women's Issues	24	0	4,830	24	0	4,830	24	0	9,937	0	0	5,107
Office of Global Criminal Justice	10	0	1,654	10	0	1,654	10	0	1,654	0	0	0
Office of U.S. Foreign Assistance Resources	37	0	8,282	37	0	7,722	37	0	11,349	0	0	3,067
Office of the Counselor	4	0	943	4	0	943	4	0	943	0	0	0
Office of the Secretary	23	0	9,649	23	0	9,649	23	0	9,649	0	0	0
Operations Center	51	0	7,441	51	0	7,441	51	0	7,441	0	0	0
Policy Planning Staff	31	0	3,180	31	0	3,080	31	0	3,080	0	0	(100)
Under Secretary for Arms Control	14	0	2,213	14	0	2,213	14	0	2,213	0	0	0
Under Secretary for Civilian Security, Democracy and HR	17	0	2,115	17	0	2,115	17	0	2,115	0	0	0
Under Secretary for Economic Affairs	13	0	1,949	13	0	1,949	13	0	1,949	0	0	0
Under Secretary for Political Affairs	14	0	2,174	14	0	2,086	14	0	2,086	0	0	(88)
Total	484	0	93,484	484	0	95,011	489	0	105,775	5	0	12,291

Funds by Object Class

(\$ in thousands)

Office of the Secretary (S)	FY 2012	FY 2013	FY 2014	Increase/Decrease
	Actual	CR	Request	From FY2012
1100 Personnel Compensation	39,063	39,646	41,533	2,470
1200 Personnel Benefits	11,843	11,933	12,311	468
2100 Travel & Trans of Persons	14,274	15,000	17,935	3,661
2200 Transportation of Things	1	1	1	0
2300 Rents, Comm & Utilities	4,814	6,500	7,772	2,958
2400 Printing & Reproduction	712	825	986	274
2500 Other Services	18,331	16,284	19,472	1,141
2600 Supplies and Materials	972	1,100	1,315	343
3100 Personal Property	2,601	3,623	4,332	1,731
4200 Insurance Claims & Indemnities	873	99	118	(755)
Total	93,484	95,011	105,775	12,291