

PERFORMANCE OVERVIEW AND ANALYSIS

Next Steps for the Department

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

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

Management Challenges

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

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

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

Discontinued Indicators

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