

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.

PERFORMANCE OVERVIEW AND ANALYSIS

Discontinued within Strategic Goal 1: Counter threats to the United States and the international order, and advance civilian security around the world
Average number of civilian responders deployed per month. (Conflict Stabilization Operations)
Average rating denoting degree to which UN Peacekeeping Missions in Near East Asia funded through the Contributions for International Peacekeeping Activities Account (CIPA) achieve pre-established U.S. Government objectives. (International Organization Affairs)
Average rating denoting degree to which United Nations peacekeeping missions in Africa funded through the Contributions for International Peacekeeping Activities Account (CIPA) achieve pre-established U.S. Government objectives. (International Organization Affairs)
Key milestones in achieving full denuclearization of the Korean Peninsula and preventing the export of Weapons of Mass Destruction (WMD) and missile-related technology by the Democratic People's Republic of Korea (DPRK). (East Asian and Pacific Affairs)
Number of bilateral and multilateral joint military exercises in the Near East region. (Near Eastern Affairs)
Number of countries in sub-Saharan Africa that are rated as "critical" by the Fund for Peace Failed States Index. (African Affairs)
Number of NEA countries with Financial Intelligence Units that meet the standards of the Egmont Group. (Near Eastern Affairs)
Numeric assessment of South Sudan in the Failed States Index created by the Fund for Peace. (African Affairs)
Numeric assessment of Sudan in Failed States Index created by the Fund for Peace (African Affairs)
Status of Iran's Nuclear Weapons Program and Adherence to Nuclear Nonproliferation Treaty Obligations. (International Security and Nonproliferation)
Verification R&D programs focus on closing key detection and verification capability gaps identified in AVC's arms control R&D verification requirements document regarding nuclear weapons programs, foreign materials, and weapons production facilities and processes. (Arms Control, Verification, and Compliance)

Discontinued within 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
Average percentile score for sub-Saharan Africa on the World Bank Institute's Worldwide Governance Rule of Law Indicator (Scale = 0 to 100). (African Affairs)
Financial Stability Improvement Ratio - Percentage of countries with active debt relief agreements with Paris Club creditors that have an active International Monetary Fund program or have successfully completed it, and do not have protracted arrears to international creditors. (Economic and Business Affairs)
Improvements in media freedom in priority countries, as measured by the mean average Freedom of the Press rating for non-democratic countries and countries undergoing democratic transitions according to Freedom House. (Democracy, Human Rights, and Labor)
Increased labor rights in priority countries, as measured by the percentage of countries with progress on workers' rights to freedom of association after sustained U.S. Government diplomatic and/or programmatic engagement. (Democracy, Human Rights, and Labor)
Level of corruption in China as measured by the World Bank's Control of Corruption percentile rank. (East Asian and Pacific Affairs)
Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports. (African Affairs)
Median World Bank Regulatory Quality Estimate for developing countries (range -2.5 to +2.5). (Economic and Business Affairs)
Number of countries that meet criteria for Food Security Phase 2 funding (Secretary/Executive Secretariat)
Number of work programs established by partner economies leading to completion of 20 Low Emission Development Strategies that contain concrete actions by 2013. (Oceans, Environment and Science)

PERFORMANCE OVERVIEW AND ANALYSIS

Discontinued within 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
Percentage of Total Latin America Primary Energy Supply Comprised of Alternative Fuels (renewables, biofuels, and geothermal). (Western Hemisphere Affairs)
Progress in negotiating and implementing an agreement to reduce global greenhouse gas emissions and avoid dangerous human interference with the climate system as demonstrated by key negotiation milestones and status of 2020 action commitments by the major economies. (Oceans, Environment and Science)

Discontinued within Strategic Goal 4: Provide humanitarian assistance and support disaster mitigation
Percentage of internally displaced persons and refugee returnees surveyed who responded that they feel safe in their location of return (Near Eastern Affairs)

Discontinued within Strategic Goal 5: Support American prosperity through economic diplomacy
Establishment and promulgation of an Energy Security Strategy. (Energy Resources)
Median number of days required to start a business in countries that are not members of the Organization for Economic Co-operation and Development; median cost of starting a business as a percentage of per capita income in those countries. (Economic and Business Affairs)
Percentage of world energy supplies from non-oil sources. (Energy Resources)

Discontinued within 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
Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IIP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community. (International Information Programs)

Discontinued within 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
Accuracy of the adjudication process as measured by the percentage of audited passport issuances found to have a high likelihood of Issuance in Error (IIE) (Consular Affairs)
Completion and timely submission of the post Annual Inspection Summary (AIS) and annual maintenance plans. (Overseas Buildings Operations)
Conversion to web-based visa processing as measured by: 1) the percentage of non-immigrant (NIV) visa applications submitted electronically and; 2) the percentage of immigrant (IV) visa applications submitted electronically. (Consular Affairs)
Percent of medical reviews and clearances completed within 30 days. (Medical Services)
Percentage of major management systems integrated into the Enterprise Data Warehouse (EDW). (Information Resource Management)
Percentage of overseas positions that are vacant (Human Resources)
Percentage of United Nations Specialized Agencies funded by the Contributions for International Organizations account (FAO, IAEA, ICAO, ILO, IMO, ITU, UNESCO, UPU, WHO, WIPO, and WMO) that have demonstrated progress on 5 or more goals of the United Nations Transparency and Accountability Initiative. (International Organization Affairs)
Ratio of Change between Cost/Seat and Rent, expressed as a factor. (Administration)
Status of Domestic Facility Greening at the Department of State. (Administration)
Total cumulative number of United States Government personnel moved into more secure, safe, and functional facilities since 2000. (Overseas Buildings Operations)
Vacancy rate for Civil Service positions. (Human Resources)