Performance Section

Mitigating Instability Through Conflict Management

SILENT TSUNAMI

INSTABILITY

Widespread, Deadly Violence Now Affects Nearly 60% Of The Countries In Which USAID Operates.

USAID programs support: Strengthening conflict early warning and response mechanisms; contributing to reconciliation; mobilizing constituencies for peace; peace implementation planning; training negotiating teams; civil society training for peace advocacy; enhancing restorative justice; supporting peace and reconciliation commissions and community dialogue programs.

INTRODUCTION TO THE FY 2005 PERFORMANCE SECTION

The Performance Section of this report is composed of chapters for each of USAID's eight strategic goals organized by the following six sub-sections:

SUB-SECTIONS USED FOR STRATEGIC GOAL PERFORMANCE ANALYSIS	
Sub-Section	**Purpose and Explanation**
I. Public Benefit	A concise narrative describing how pursuit of the goal provides intended benefits (or harm avoided) for America and the world.
II. Resources Invested	A summary of resources (net costs) devoted to pursuit of the goal for both the current reporting period (FY 2005) and the previous reporting periods (FY 2004 and FY 2003). The number of direct funded positions (USAID employees) associated with the strategic goal is also provided.
III. Selected Performance Trends	Graphs that show key performance trends specific to each goal.
IV. Illustrative Examples	An example of key achievements that is typical of the Agency's work in support of the goal.
V. Performance Results	Results history/trend, together with, if available, preliminary FY 2005 performance results, the current rating, and a short impact statement pertaining to each of the available FY 2005 results achieved. For any FY 2005 performance result listed as preliminary, the final validated/verified performance data for that target/indicator set will be provided in the FY 2005 Performance and Accountability Report (PAR) Addendum, to be published by USAID in April 2006.
VI. Program Evaluations and Performance Assessment Rating Tool (PART) Reviews	Summaries of evaluations and reviews conducted on the programs critical to activities related to a given strategic goal.

The table below shows the percentage of results attained that were equal to or above the "On Target" rating for each strategic goal. The greater the percentage of results equal to or greater than the "On Target" rating, the better.

PERCENTAGE OF RESULTS EQUAL TO OR ABOVE THE "ON TARGET" RATING			
Strategic Goal *(Number of FY 2005 Reported Results)*	**FY 2003**	**FY 2004**	**FY 2005**[1]
1. Regional Stability	91%	88%	TBD
2. Counterterrorism	N/A*	100%	TBD
3. International Crime and Drugs	100%	66%	TBD
4. Democracy and Human Rights	93%	73%	TBD
5. Economic Prosperity and Security	80.5%	89%	TBD
6. Social and Environmental Issues	84.8%	78%	TBD
7. Humanitarian Response	90%	100%	TBD
8. Management and Organizational Excellence	N/A	N/A	TBD

All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

DATA RELIABILITY, COMPLETENESS, AND VALIDITY

Performance measurement is dependent on the availability and integrity of useful data that will indicate the reliability, completeness, and validity of performance. Because all data are imperfect in some fashion, pursuing "perfect" data may consume public resources without creating appreciable value. For this reason, there must be an approach that provides sufficient accuracy and timeliness, but at a reasonable cost. This section of the FY 2005 Performance and Accountability Report (PAR) provides information on how USAID uses performance data, assesses limitation of the data, and plans to improve USAID's data verification and validity reporting processes.

To ensure that a level of data quality is being maintained, USAID's operating units (OU) are requested to ensure that the data reported met the Office of Management and Budget (OMB) standards for data completeness and reliability that is presented in OMB Circular A-11, Section 230.2(f). The OMB standards are as follows:

The performance data in a performance and accountability report are considered complete if:

- Actual performance is reported for every performance goal and indicator in the performance budget (performance plan), including preliminary data if that is the only data available when the PAR is sent to the President and the Congress; and
- The Agency identifies in the PAR any performance goals and indicators for which actual performance data are not available or only preliminary data or estimates are available at the time the report is transmitted, and notes that the performance data will be included in a subsequent annual report. (Agencies are encouraged to pre-announce expected lags in the reporting of performance data in their performance budgets.)

Performance data need not be perfect to be reliable, particularly if the cost and effort to secure the best performance data possible will exceed the value of any data so obtained. Agencies must discuss in their assessments of the completeness and reliability of the performance data any limitations on the reliability of the data. Additionally, agencies should discuss in their PARs efforts underway to improve the completeness and reliability of future performance information as well as any audits, studies, or evaluations that attest to the quality of current data or data collection efforts.

The Agency's data meet these tests for completeness and reliability.

Verification and validation of the Agency's performance results are accomplished by periodic reviews, certifications, and audits, including Data Quality Assessments (DQA) of OU performance, and annual certification of OU strategic objectives and their relationship to the Agency's strategic goals. Because of the size and diversity of the Agency's portfolio, validation and verification is supported by extensive automated systems, external expert analyses, and management reviews.

STRATEGIC OBJECTIVE #1:

ACHIEVE PEACE AND SECURITY

The following are the strategic goals that comprise this strategic objective:

- Strategic Goal 1: Regional Stability
- Strategic Goal 2: Counterterrorism
- Strategic Goal 3: International Crime and Drugs

Each of these USAID Strategic Goals that support the "Achieve Peace and Security" Strategic Objective from the Joint State-USAID Strategic Plan will be discussed separately below, in the context of the strategic goal, performance goals, indicators, and targets which support overall accomplishment of the strategic objective.

STRATEGIC GOAL 1: REGIONAL STABILITY

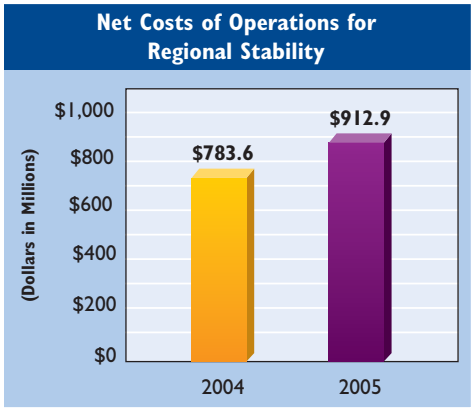
Avert and Resolve Local and Regional Conflicts to Preserve Peace and Minimize Harm to the National Interests of the United States

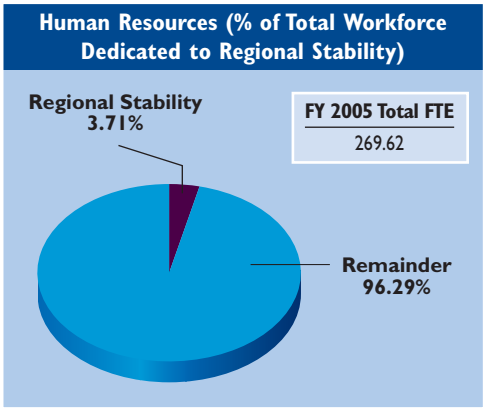
I. PUBLIC BENEFIT

The United States must provide for the safety of Americans at home and abroad, protect against threats to its interests worldwide, and honor commitments to its allies and friends. The activities of USAID are cost-effective means for enhancing and ensuring stability in all regions of the world through understanding, addressing, and responding early to the causes and consequences of violent conflict, instability, and extremism. Through development assistance, USAID builds and strengthens relations with neighbors and allies worldwide by promoting peaceful regional environments and by educating foreign audiences in ways that can prevent, manage, and mitigate conflicts and instability and foster cooperative efforts. The benefits to the United States are greatest when the world is safer and more stable. Early action to address failing, failed, and recovering states, or "fragile states," is central to promoting regional stability and addressing the source of the nation's most pressing security threats. Factors that contribute to fragility and regional instability include, but are not limited to: weak or poor governance; economic and political instability; health crises; the illegal trade in toxic chemicals and dumping of hazardous wastes; corruption; violent ethnic conflict; influence of neighboring country interests; population movements; landmine contamination; exploitation of natural resources; proliferation of small arms and light weapons; trafficking in persons; the trade of illegal conflict diamonds; natural disasters; and systemic, state-sponsored denial of political and legal rights. USAID advances U.S. national security interests through the resolution of regional instability, so that Americans, at home and abroad, are safe from violence.

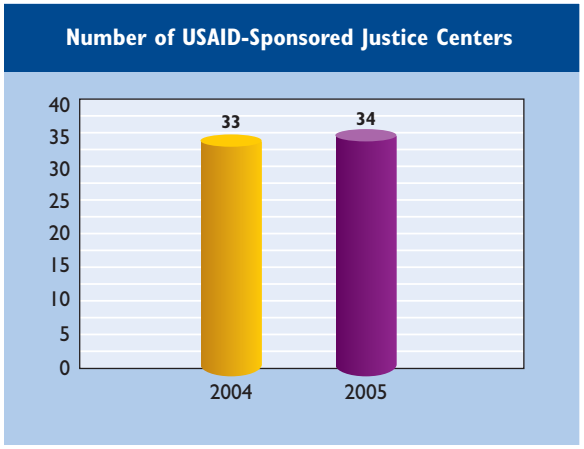
All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

II. RESOURCES INVESTED





III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

WAR-TO-PEACE TRANSITION IN LIBERIA

In Liberia, sustained donor involvement has supported crucial transitional programs and preparations for elections late in 2005 that will lead to a new government. A significant aspect of USAID intervention in Liberia involves increasing the capacity of civil society to fill the void left by the failed state and the inability of government to provide fundamental services. Against this background in 2004, USAID support helped rebuild the capacity of 27 local non-governmental organizations (NGO) and develop five new community radio stations. This assistance focused on key areas, including human resource and financial management, outreach, strategic leadership, and technical management. Utilizing a specialized index of organizational capacity, management practices and policies were developed to address specific weaknesses. As a result, service delivery and management capacities of the local NGOs were substantially improved; overall index scores increased from 52 percent in 2003 to 74 percent in 2004.

A Turkana warrior and Pokot warrior pledge reconciliation at the Women's Peace Crusade. PHOTO: USAID/RICHARD GRAHN, AU/IBAR

USAID support during 2004 also helped organize 97 community development committees. The community development committees are charged with managing the communities' socio-economic development initiatives, and they interface with local leadership for decision-making on community driven development and peace building initiatives. Employing the Regenerated Frierian Literacy through Empowering Community Techniques (REFLECT) methodology for economically disadvantaged areas with high illiteracy, community residents participate in community development committees, water and sanitation committees, and parent-teacher associations. Community residents involved in REFLECT activities focus on project development, resource mobilization, and advocacy toward the overall community development. Through USAID assistance, local communities have improved attitudes toward development and increased the number of community development projects.

ENSURE THAT TSUNAMI RELIEF FUNDS ARE NOT FUELING NEW CONFLICTS

USAID has provided almost $1 million in program support to Sri Lanka's peace process. The Sri Lanka Peace Support Project encourages dialogue between political parties and fosters public support for the peace process from civic groups, businesses, and media outlets. Project activities include peace advocacy training for civil society groups, a pro-peace teledrama, and a national peace survey. Through another grant, USAID is building the capacity of citizens at all levels to engage in conflict mitigation activities.

USAID is helping Sri Lanka ensure that tsunami relief funds are not fueling new conflicts and that the funds are being fairly distributed among all recipients.

Delivering USAID tsunami relief. PHOTO: USAID/SRI LANKA

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 1			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	1	Number of Targets Met	1
Number of Program Goals	1	Number of Targets Not Met	–
Number of Indicators	3	Number with Data Lags	2

PERFORMANCE GOAL #1
Existing and Emergent Regional Conflicts are Contained or Resolved

PROGRAM GOAL: CONFLICT MANAGEMENT AND MITIGATION		
Use a variety of diplomatic and foreign assistance tools to turn despair into hope.		
Performance Indicator #1: Progress Made in Advancement of a Peace Process (Worldwide)		
FY RESULTS HISTORY	**2002**	N/A (new indicator for FY 2004)
	2003	N/A (new indicator for FY 2004)
	2004	■ Number and types of events in support of peace processes: 1,126 (peace conferences, dialogues, training course, workshops, seminars). ■ Number of officials and key decisionmakers trained in peace-building/conflict resolution/mitigation skills: 3,301. ■ Number of people trained in conflict mitigation/resolution (disaggregated by country): 17,581. ■ Number of USAID-sponsored justice centers: 33.

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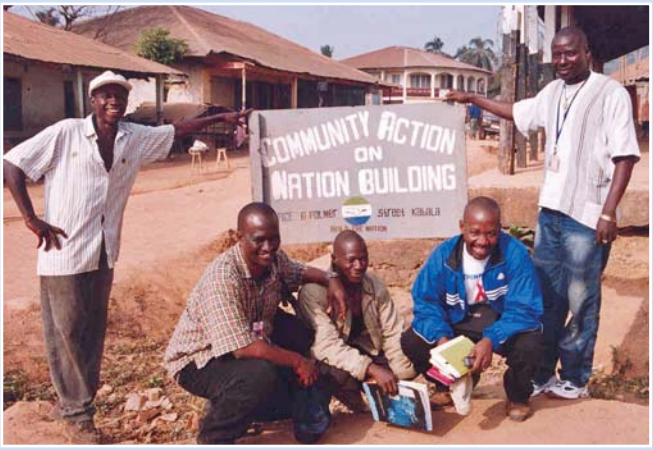

This organization is helping its community recover from war.
PHOTO: LAURA LARTIGUE, USAID/SIERRA LEONE

PROGRAM GOAL: CONFLICT MANAGEMENT AND MITIGATION *(continued)*		
Performance Indicator #1: Progress Made in Advancement of a Peace Process (Worldwide) *(continued)*		
FY 2005 Data	**2005** Preliminary or Provisional **Results**	■ 1,182 events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars). ■ 3,466 officials and key decision-makers trained in peace-building/conflict resolution/mitigation skills. ■ 18,460 people trained in conflict mitigation/resolution. ■ 34 USAID-sponsored justice centers. ■ 7,587,694 people reached by conflict prevention/mitigation media campaigns (disaggregated by country). ■ Nepal—capacity of civil society networks to play a meaningful role in policy formulation and peace-building efforts were enhanced. ■ Sri Lanka—A forum for multi-partisan dialogue between Singhalese, Tamil, and Muslim political stakeholders was established under the Sri Lanka Peace Support project. The initiative brought together all the major political parties in the country. ■ Kenyan and Somali Border—Local partners work with elders of the Murule and Gharri communities, religious leaders, Provincial and District Commissioners, and key members of civil society to lay the groundwork for the Mandera Peace Agreement. Both USAID Missions remain engaged in monitoring and assisting in the implementation of the agreement. ■ USAID sponsored the first International Symposium on Restorative Justice and Peace in Colombia where consensus was reached on key issues related to the peace process. ■ USAID funded a report that analyzed livelihoods in Darfur and identified sources of instability in the north and east of Sudan, and a report that addressed issues in southern Sudan ranging from the implementation of the Comprehensive Peace Agreement to the development of programmatic responses to internally displaced persons (IDP). ■ Talking Drum Studio produced a series of radio dramas that explained the contents of the peace accord and role and responsibilities of various stakeholders. The series aired on seven radio stations in Monrovia and 10 community radio stations across the country, and it reached Liberian refugee camps in neighboring countries. ■ A study of USAID support to peace processes examined six cases of Agency involvement, and identified the ways USAID can bolster peace negotiations and its comparative advantage in doing so. Recommendations focused on how the Agency might play a more valuable, engaged role in support of peace processes. ■ USAID facilitated a discussion on the recovery process after state failure, based on the experience in Cambodia. It also co-hosted an Agency-wide workshop on community infrastructure in conflict-affected societies. ■ USAID/Russia was provided with $1 million to support the development of pilot programs to demonstrate how assistance can inhibit the spread of conflict in the region and mitigate violence in Chechnya. ■ Trained USAID/Central Asian Republic (CAR) staff in support of the Mission's strategic planning process. The training included sessions on mainstreaming conflict programming and the connections between conflict and different sectors of development assistance such as land, security, and religion. ■ USAID published conflict "toolkits" on the connections between livelihood activities and conflict, and between forests and conflict. ■ The USAID Fragile States Strategy was published in 2005 and outlines how USAID can better respond to fragile and failed states.

(continued)

PROGRAM GOAL: CONFLICT MANAGEMENT AND MITIGATION *(continued)*		
Performance Indicator #1: Progress Made in Advancement of a Peace Process (Worldwide) *(continued)*		
FY 2005 Data *(continued)*	**Target**	■ 5 percent increase over FY 2004 in number and types of events in support of peace processes (i.e., peace conferences, dialogues, training course, workshops, and seminars). ■ 5 percent increase over FY 2004 in number of officials and key decisionmakers trained in peace-building/conflict resolution/mitigation skills. ■ 5 percent increase over FY 2004 in number of people trained in conflict mitigation/resolution (disaggregated by country). ■ 4 percent increase over FY 2004 in number of USAID-sponsored justice centers. ■ 4 percent increase in number of people reached by conflict prevention/mitigation media campaigns (disaggregated by country).
	Rating	■ **On Target**
	Impact	Working toward its mandate of mainstreaming conflict sensitivity within USAID's traditional disaster, transitional, and development assistance portfolios, conflict management and mitigation (CMM) has achieved positive results by supporting peace-building initiatives, conflict sensitivity training, and conflict mitigation-focused media campaigns. These contributions continue to improve USAID's ability to more skillfully support local efforts toward peace and regional stability.
Performance Indicator #2: Number of Local Organizations Promoting Peace for 6 + Months		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	16 Local organizations promoting peace for 6+ months.
	2004	■ 16 Local organizations promoting peace for 6+ months. ■ USAID's work with both the government of Senegal and the Movement of Democratic Forces of Casamance (MFDC) facilitated two major events in 2004: the historic May 4th meeting between the leader of the rebellion, Abbé Diamacoune, and President Wade on Senegalese soil; and an internal conference held by the MFDC to design a coherent negotiation platform for peace talks. ■ USAID-funded village level conflict resolution meetings, primarily with displaced people, reached more than 2,940 participants. These meetings addressed problems of community reconciliation, both ethnic and political. An education for peace curriculum, which promotes peace building among youth, was implemented. ■ In Somalia—Center for Research and Dialogue (CRD) peace forums in Somalia, Academy for Peace and Development (APD) forum for civic dialogue in Somaliland—grassroots peace-building training for 800 women. ■ REDSO in East Africa cross border peace dialogues in Karamoja have helped break cycles of conflict between the Pokot, Karamojong, Turkana, and Sabiny ethnic groups. ■ REDSO in East Africa partners conducted 16 conflict training courses. ■ West African Regional Program (WARP) partners trained 150 in conflict reduction and peace building and 108 in conflict early warning (38 female, 69 male). Over the past year, WANEP (a grant to a consortium composed of Catholic Relief Services (CRS) and the West African Network for Peacebuilding) successfully set up national-level, peace-building networks in 11 countries involving 298 civil society organizations. ■ Burundi—radio Isanganiro broadcasts 105 hours per week in three languages and has increased its coverage to 90 percent of the population in addition to reaching into neighboring countries. Studio Ijambo produces 17 hours of peace and reconciliation programs per week that are broadcast on seven radio stations. ■ In Burundi, civil society groups help 138 peace and reconciliation meetings.

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PROGRAM GOAL: CONFLICT MANAGEMENT AND MITIGATION *(continued)*		
Performance Indicator #2: Number of Local Organizations Promoting Peace for 6 + Months *(continued)*		
FY RESULTS HISTORY *(continued)*	**2004**	■ Sudan—seven major new reconciliations were concluded: the Ngok of Abyei People's Conference, Greater Aweil Dialogue for Peace, Upper Nile Peace Conference, Nuba Mountains, Kidepo Valley Agreement, Tore Conference, and Panakar Peace Conference. ■ Increased participation in reconciliation efforts reduced local resource-driven endemic conflicts by improving the capacity of stakeholders to share natural resources. About 700 to 1,000 people attended each meeting, including representatives of armed militias, but the benefits reached many others in the communities.
FY 2005 Data	**2005** Preliminary or Provisional **Results**	■ Burundi—local churches and community organizations are promoting a culture of peace and tolerance. With USAID funding, partners developed peace education materials, and are promoting youth activities as a means to build solidarity. ■ Colombia—the Restorative Justice, Coexistence and Peace Project in Colombia helps establish networks of public and private organizations that work together to address the underlying causes of conflict, rebuild social ties, and restore public safety in areas affected by violence. ■ Kenya—USAID supports civil society organizations implementing conflict programs at local and national levels. Program activities include facilitation of community-level dialogue, assistance in the formation of peace-building structures, organizing peace rallies, and highlighting problems facing conflict-prone communities. These partners are also actively involved in the ongoing dialogue on the formulation of a national policy on conflict management.
	Target	FY 2004 serves as the baseline for this indicator.
	Rating	■ **Final results will be presented in the FY 2005 PAR Addendum available April 2006.**
	Impact	To achieve peace USAID puts forth extensive efforts to reach parties through the broadest means possible (i.e. through events, etc.).

Camp for internally displaced persons. PHOTO: KIM BURNS, USAID/UGANDA

PROGRAM GOAL: CONFLICT MANAGEMENT AND MITIGATION *(continued)*		
Performance Indicator #3: Number of Functioning Civil Society-Civil Authority Local Governance Partnerships in Stable Areas		
FY RESULTS HISTORY	**2001**	12 partnerships
	2002	13 partnerships
	2003	17 partnerships
	2004	■ 35 partnerships ■ USAID/Uganda funded several organizations to implement 35 peace dialogue action items, including the facilitation of peace-building activities, such as public works, traditional ceremonies, peace fairs, and theater, through peace committees, village leaders, and women's groups. Thirty-five additional peace dialogue meetings were held at national and local levels; 20 peace clubs established in schools. ■ Two large-scale traditional ceremonies involving a total of 199 individuals and five smaller ceremonies were carried out to facilitate the community re-integration of the ex-combatants registering for amnesty ("reporters"). ■ In Northern Uganda key stakeholders in Gulu were consulted regarding reconciliation priorities, including religious, district, and traditional leaders; women's groups; non-governmental organizations (NGO); and civil society.
FY 2005 Data	**2005** Preliminary or Provisional **Results**	■ Uganda—grassroots civil society groups enabled to build consensus on issues related to the Ugandan peace process. A total of 500 people participated in four different conferences. ■ Kosovo—USAID supported a two-year initiative to promote peace and stability in Kosovo. The program develops negotiation and dialogue forums that allow local parties and civil society groups to participate fully in discussions with the government and other stakeholders over the future status of Kosovo. These bodies will build on the success of USAID's locally-established dialogue projects in Kosovo, such as the "Municipal Infrastructure Support Initiative," and will facilitate the establishment of locally-driven partnerships and grassroots "ownership" of the process.
	Target	FY 2004 serves as the baseline for this indicator.
	Rating	■ **Final results will be presented in the FY 2005 PAR Addendum available April 2006.**
	Impact	Key stakeholders are consulted regarding reconciliation priorities, including religious, district, and traditional leaders; women's groups; NGOs; and civil society.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) United States Agency for International Development.
Foreign Aid in the National Interest: Promoting Freedom, Security, and Opportunity. Chapter 4, Mitigating and Managing Conflict. 2002 http://www.usaid.gov/fani/Chapter_4--Foreign_Aid_in_the_National_Interest.pdf

2) United States Agency for International Development, Office of Conflict Management and Mitigation.
Conducting a Conflict Assessment: A Framework for Strategy and Program Development.

3) United States Agency for International Development, Office of Conflict Management and Mitigation.
Youth & Conflict: A Toolkit for Intervention

4) United States Agency for International Development, Office of Conflict Management and Mitigation.
Valuable Minerals & Conflict: A Toolkit for Intervention

5) United States Agency for International Development, Office of Conflict Management and Mitigation.
Land & Conflict: A Toolkit for Intervention

6) United States Agency for International Development, Office of Conflict Management and Mitigation.
Fragile States Strategy

7) United States Agency for International Development, Office of Conflict Management and Mitigation.
An Overview of USAID Work in Policing

A policy diagnostic workshop with local government. Vietnam Competitiveness Initiative (VNCI) project. PHOTO: HUONG HUYNH, VNCI STAFF

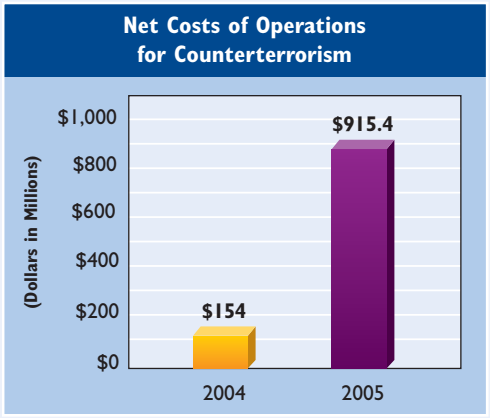
STRATEGIC GOAL 2: COUNTERTERRORISM

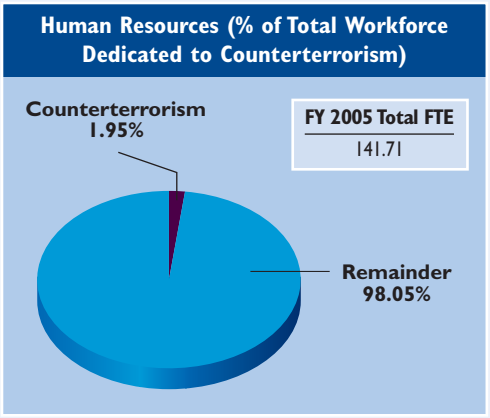
Prevent Attacks Against the United States, Our Allies, and Our Friends, and Strengthen Alliances and International Arrangements to Defeat Global Terrorism

I. PUBLIC BENEFIT

It has been four years since the tragic events of 9/11. During that time the United States has led the establishment of a 60-nation coalition to fight terrorism in all parts of the globe. While al-Qaeda has been severely damaged with the loss of Afghanistan as a base of international operations, they continue to be the dominant threat to the United States and its allies. More than 3,400 terrorist suspects have been arrested or detained worldwide. More than $100 million in terrorist assets have been blocked worldwide with 173 nations issuing orders to freeze terrorist assets. In the United States alone more than $36 million in assets of al-Qaeda have been blocked, and $26 million has been returned to the government of Afghanistan. In every corner of the globe, the Secretary, the Administrator, Ambassadors, and Mission Directors have pressed their counterparts for expanded cooperation and intensified efforts against terrorists. Through such effective diplomacy, the United States has developed and leads a worldwide coalition that acts to suppress terrorism on all fronts: military, intelligence, law enforcement, public diplomacy, and financial. Key to the ability to mobilize effective action by U.S. foreign partners is the provision of training to those who want to help but lack the means. In FY 2004 USAID committed more than $6.081 billion to programs that fought terrorism at its roots. These programs (including programs on anti-terrorist assistance) establishing stable and modern government, job creation, and education reforms have significantly improved the abilities of many countries to be effective partners.

II. RESOURCES INVESTED

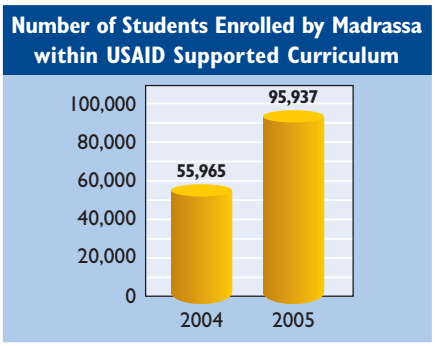


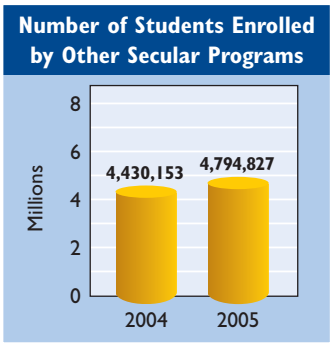


All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

III. SELECTED PERFORMANCE TRENDS

Number of Students Enrolled in Basic Education Programs (by Madrassa, Other) in Frontline States Receiving a Secular Curriculum Supported through USAID.





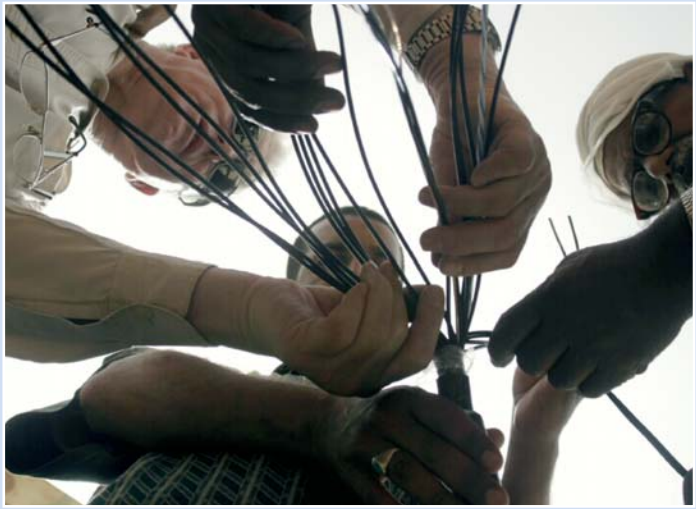
IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

JOBS KEY IN IRAQ

At least 50,000 Iraqis per month are finding work—whether temporary or permanent—through USAID-supported programs.

"We are the engine, in terms of creating employment," said Iraq Mission Director Spike Stevenson during a recent visit to Washington, D.C.

USAID employs an average of 40,000 Iraqis per month on short-term, labor-intensive jobs cleaning up communities and rehabilitating schools and other buildings. These activities focus on poor and conflict-prone areas.



Workers inspect cables at Umm Qsar, Iraq.
PHOTO: BECHTEL NATIONAL, INC

Meanwhile, some 8,000 Iraqis have found long-term employment with contractors and subcontractors funded by the Agency. Thousands are also participating in trainings that teach job skills. Some $21 million in microcredit loans to small and medium-sized businesses are also creating jobs as Iraq's economy tries to get back on its feet. USAID is funding the loans through non-governmental organizations (NGO). Some 52 percent of Iraqis are unemployed, and many of those with jobs are underemployed, working part-time or for small income. This is a particularly alarming figure, given that some 70 percent of the Iraqi population is under 25—a large labor pool with need for economic opportunity.

"Our programs focus on creating long-term, meaningful employment," said Nadia Dawood of the Iraq desk.

Under a new program, USAID will also work with vocational and educational centers throughout Iraq to provide job skills training and help people find work.

USAID-assisted private sector housing and commercial construction are also creating jobs, especially in urban areas. Iraq is estimated to have a housing shortage of one million units.

The Agency is rehabilitating agricultural infrastructure, maintaining irrigation networks, and improving crop and livestock production technologies, focusing on the private sector. "These activities will provide employment and higher incomes for the rural population and lead to sector-wide economic growth," said Doug Pool of the Iraq team.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 2			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	2	Number of Targets Met	12
Number of Program Goals	3	Number with Targets Not Met	1
Number of Indicators	13	Number with Data Lags	–

PERFORMANCE GOAL #1
Improve Political and Economic Conditions to Reduce Terrorism

PROGRAM GOAL: DIMINISH POTENTIAL UNDERLYING CONDITIONS OF TERRORISM IN IRAQ		
Ensure that both public and private institutions are developed and strengthened to prevent the reoccurrence of terrorist infiltration.		
Performance Indicator #1: Level of Economic Aid to Iraq		
FY RESULTS HISTORY	**2002**	N/A (new indicator for FY 2004)
	2003	N/A (new indicator for FY 2004)
	2004	■ Thirty-eight individual countries pledged in Madrid, plus the European Commission (EC), World Bank, and International Monetary Fund (IMF) for a total of 41 countries/organizations. ■ Total pledged for 2004-2007 from non-U.S. donors at Madrid totaled more than $8 billion from donor governments including loan assistance (e.g., Japan pledged $5 billion of which $3.5 billion was in the form of concessional lending), and another $5.5 billion in potential lending from the World Bank and the IMF.
FY 2005 Data	**2005 Preliminary or Provisional Results**	Allocations against pledges by major donors through FY 2005 totaled more than $3 billion.
	Target	Maximize international participation in the level of economic aid to Iraq.
	Rating	**On Target**
	Impact	This aid has been vital to rebuilding Iraq's economy.

PROGRAM GOAL: DIMINISH POTENTIAL UNDERLYING CONDITIONS OF TERRORISM IN IRAQ *(continued)*		
Performance Indicator #2: Support Education Reform and Development in Iraq		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	Data first collected in FY 2003: ■ 2,358 schools rehabilitated or built. ■ More than 32,000 secondary school teachers and administration staff trained. ■ More than 8 million textbooks printed and distributed.
	2004	■ 2,405 schools rehabilitated or built. ■ More than 33,000 secondary school teachers and administration staff trained. ■ More than 8.7 million textbooks printed and distributed.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 2,861 schools rehabilitated (cumulative 2004 and 2005). ■ 45,440 secondary teachers and administration staff trained. ■ No textbooks printed and distributed in 2005.
	Target	■ More than 2,000 schools to be rehabilitated or built. ■ More than 30,000 secondary school teachers and administration staff to be trained. ■ More than eight million textbooks to be printed and distributed.
	Rating	**On Target**
	Impact	Rebuilding Iraq's education system is vital to long-term economic and social development and growth.
Performance Indicator #3: Provide Assistance to Transform Iraq to a Free Market-based Economy		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	With the Ministry of Finance, the new national currency, the Iraqi dinar, was introduced.
	2004	■ Developed 10 laws and/or regulations processes relating to private sector development. ■ Implemented Financial Management Information System (FMIS) at Ministry of Finance; implementation in progress at six key Ministries.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ USAID assistance and coordination with other U.S. government agencies and donors resulted in the government of Iraq fulfilling Emergency Post Conflict Assistance (EPCA) conditions and entering into Stand-by Arrangement (SBA) negotiations. ■ Installed 54 sites (Phase I) of the FMIS, which will account for 83 percent of Iraq's central government budget.
	Target	■ USAID assistance results in government of Iraq meeting IMF's EPCA requirements and entering into negotiations for a SBA. ■ Install Phase I of FMIS to account for significant portion of Iraq's budget.
	Rating	**On Target**
	Impact	USAID's efforts to create jobs and strengthen overall trade, investment, and enterprise growth programs throughout the country will help promote and support stability and security.

PROGRAM GOAL: DIMINISH POTENTIAL UNDERLYING CONDITIONS OF TERRORISM IN IRAQ *(continued)*		
Performance Indicator #4: Support Iraqis in Their Efforts to Define and Develop Democratic Local Governance Policies and Systems		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	Baseline: 90 percent of districts with local governance established.
	2004	95 percent of districts with local governance established.
FY 2005 Data	**2005 Preliminary or Provisional Results**	USAID fully supported establishing local government in 16 of the 18 governorates. (Two governorates were not the responsibility of USAID).
	Target	At least 95 percent of districts with local governance established.
	Rating	**On Target**
	Impact	In order for local governance to be established, community members must be engaged and active participants, and national government structures must support local decision-making.
Performance Indicator #5: Create Jobs and Provide Essential Services in Iraq		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ 48,000 jobs created through USAID-funded works projects. ■ An average of 30,000 Iraqis employed per month on short-term basis (future numbers dependent upon security situation).
FY 2005 Data	**2005 Preliminary or Provisional Results**	Average number of short and long-term jobs created is 58,500 per month in 2005
	Target	Create 50,000 short and long-term jobs.
	Rating	**On Target**
	Impact	USAID's efforts to create jobs will help promote and support stability and security.

PROGRAM GOAL: DIMINISH POTENTIAL UNDERLYING CONDITIONS OF TERRORISM IN IRAQ *(continued)*		
Performance Indicator #6: Promote Citizenry Confidence in Government's Ability to Effectively and Efficiently Function		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ USAID awarded more than 1,888 small grants for quick impact activities that support: good governance, civil society, conflict management and mitigation (CMM), human rights, and transitional justice. ■ The 1,888 small grants totaled more than $142 million.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ January 2005 election: 19 women from nine political parties were assisted. ■ 50 women in the National Assembly were trained on the constitution.
	Target	Maximize the number of small grants provided.
	Rating	**On Target**
	Impact	Confidence in government functions will foster democracy and stability and reduce the threat of terrorism.
Performance Indicator #7: Increase Delivery of Essential Services in Iraq		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ Increased availability of potable water to 27 percent of target population. ■ Increased volume of treated sewerage to seven percent of target population. ■ Supported delivery of water for irrigation meeting 13 percent of target. ■ Increased availability of electricity meeting 22 percent of target population.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Potable water reached a population of 3.8 million. ■ 7.4 million Iraqis benefited from treated sewage systems. ■ 1,056 megawatts of electricity added to the national grid.
	Target	■ Increase availability of potable water—target population 6.5 million Iraqis. ■ Increase volume of treated sewerage—target population 6.1 million Iraqis. ■ Increase availability of electricity by adding 2,036 megawatts.
	Rating	**Below Target**
	Impact	Essential service delivery will both improve severe impoverished conditions in the country and promote stability and security.

PROGRAM GOAL: DIMINISH POTENTIAL UNDERLYING CONDITIONS OF TERRORISM IN AFGHANISTAN		
Ensure that both public and private institutions are developed and strengthened to be able to prevent the reoccurrence of terrorist infiltration.		
Performance Indicator #1: Rehabilitation Status of Afghan Educational Infrastructure		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	■ 188 schools rehabilitated/built through USAID assistance. ■ 15,282 students enrolled/trained (in three provinces) through USAID assistance. ■ 7,900 teachers trained through USAID assistance. ■ 10.3 million textbooks printed/distributed through USAID assistance.
	2004	■ 81 schools built or rehabilitated in 2004 through USAID assistance. ■ 169,716 students enrolled/ trained (in three provinces) through USAID assistance. ■ 35,819 teachers trained in 2004 through USAID assistance.
FY 2005 Data	**2005 Preliminary or Provisional Results**	4.8 million students enrolled in basic education programs receiving a secular curriculum supported through USAID.
	Target	4.8 million students enrolled in basic education programs receiving a secular curriculum supported through USAID.
	Rating	**On Target**
	Impact	This indicator will measure the efforts to build or rehabilitate Afghanistan's education system, with a focus on providing support to secular schools and education; as well as promote democratic values through education.

USAID/Afghanistan's Schools and Clinics Program: USAID-funded medical clinic in Wardak Province, Afghanistan. Two young Afghan boys overlook a USAID/Afghanistan-funded medical clinic. Project implemented by USAID implementing partner "Shelter for Life."

PHOTO: WILLIAM R. BILLINGSLEY/SHELTER FOR LIFE INTERNATIONAL

PERFORMANCE GOAL #2

Stable Political and Economic Conditions that Prevent Terrorism from Flourishing in Fragile or Failing States

PROGRAM GOAL: DIMINISH CONDITIONS THAT ALLOW TERRORIST RECRUITMENT IN FRAGILE OR FAILING STATES		
Policies, programs, and activities establish attractive alternatives to terrorist indoctrination and recruitment.		
Performance Indicator #1: Number of Students Graduating from Vocational Training Programs with High Youth Unemployment/Underemployment		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ 120,000 in Afghanistan. ■ 15,191 in other fragile/failing states.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 170,000 in Afghanistan. ■ 13,448 in other fragile/failing states.
	Target	■ 120,000 in Afghanistan. ■ 12,701 other fragile/failing states.
	Rating	**On Target**
	Impact	Vocational training of youths may diminish the number of recruits terrorist have.
Performance Indicator #2: Number of Students Enrolled in Basic Education Programs (by Madrassa, Other) Receiving a Secular Curriculum Supported Through USAID		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ 55,965 students enrolled by Madrassa. ■ 4,430,153 students enrolled by other secular programs.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 95,937 students enrolled by Madrassa. ■ 4,794,827 students enrolled by other secular programs.
	Target	■ 37,437 students enrolled by Madrassa. ■ 4,697,427 students enrolled by other secular programs.
	Rating	**Exceeded Target**
	Impact	Secular training provides greater opportunity for youths to gain an understanding of societies outside of the Muslim world. Furthermore, secular training and Madrassa are free of extremist doctrines that spread hate and spawn terrorist.

PROGRAM GOAL: DIMINISH CONDITIONS THAT ALLOW TERRORIST RECRUITMENT IN FRAGILE OR FAILING STATES *(continued)*		
Performance Indicator #3: Number of Jobs Created Through USAID-funded Work Projects		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ One month employment or less: 947. ■ 30 to 180 days of employment: 345,055. ■ Greater than 180 days of employment: 677,834.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ One month employment or less: 20,890. ■ 30 to 180 days of employment: 364,503. ■ Greater than 180 days of employment: 742,591.
	Target	■ One month employment or less: 35,350. ■ 30 to 180 days of employment: 353,449. ■ Greater than 180 days of employment: 743,155.
	Rating	**On Target**
	Impact	Employing large segments of the population serves two purposes. First, it helps the economy and employment generation that could lead to long-term job placement. Second, people who are employed are less likely to be swayed by hate doctrine and commit terrorist acts.
Performance Indicator #4: Number of Community-identified Activities Completed Through Community Participation (e.g., Rehabilitate Roads, Build Markets, Build Playgrounds, etc.)		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	15,944 community projects completed.
FY 2005 Data	**2005 Preliminary or Provisional Results**	12,340 community projects completed.
	Target	11,346 community projects completed.
	Rating	**Exceeded Target**
	Impact	Infrastructure is vital for sustained development and economic and social change.

PROGRAM GOAL: DIMINISH CONDITIONS THAT ALLOW TERRORIST RECRUITMENT IN FRAGILE OR FAILING STATES *(continued)*		
Performance Indicator #5: Number of Communities Assisted Through USAID		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	18,633 community assisted.
FY 2005 Data	**2005 Preliminary or Provisional Results**	17,881 community assisted.
	Target	17,405 community assisted.
	Rating	**On Target**
	Impact	Rural and local communities can be the birthplace of terrorism and addressing their development needs may limit the amount of violence that comes out of those communities.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

No program evaluations or PART reviews were conducted in FY 2005 for this strategic goal.

The Fernando Belaunde Terry (FBT) road in the San Martin region before rehabilitation was almost impassable. Under these conditions it used to take 16 hours to get from Juanjui to Tocache, cities separated only 172 km. PHOTO: MABE ARCE, USAID/PERU

The FBT road rehabilitated with an investment of $25 million, the biggest USAID/Peru grant for one single piece of infrastructure. The "road for development" will facilitate access to markets, new means of passenger transportation, and the integration of this Amazon region with the rest of the country. The immediate impact in people's life is the reduction in travel time on the Tocache – Juanjui stretch from 16 to four hours. The rehabilitation work emphasized the central stretch of around 90 kms. PHOTO: MABE ARCE, USAID/PERU

STRATEGIC GOAL 3: INTERNATIONAL CRIME AND DRUGS

Minimize the Impact of International Crime and Illegal Drugs on the United States and Its Citizens

I. PUBLIC BENEFIT

Americans face growing security threats, both at home and abroad, from international terrorist networks and their allies in the illegal drug trade and international criminal enterprises. Illegal drugs impose a staggering toll, killing more than 19,000 Americans annually and costing more than $160 billion in terms of law enforcement, drug-related health care, and lost productivity. This is in addition to the wasted lives; the devastating impact on families, schools, and communities; and the generally corrosive effect on public institutions.

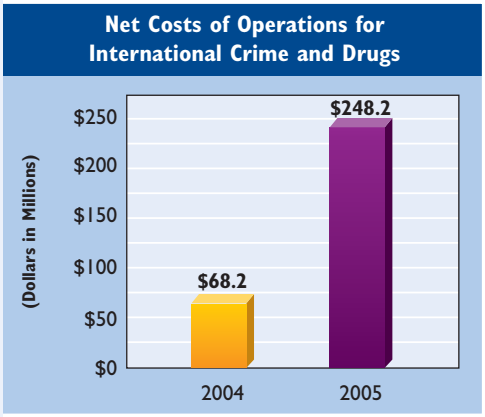
International crime groups also pose critical threats to U.S. interests, undermine the rule of law, and enable transnational threats to grow. International trafficking in persons, smuggling of migrants and contraband, money laundering, cyber crime, theft of intellectual property rights, vehicle theft, public corruption, environmental crimes, and trafficking in small arms cost U.S. taxpayers and businesses billions of dollars each year. Experts estimate that non-drug crime accounts for half of the estimated $750 billion of money laundered each year globally.

The events of 9/11 and their aftermath highlight the close connections and overlap among international terrorists, drug traffickers, and transnational criminals. All three groups seek out weak states with feeble judicial systems, whose governments they can corrupt or even dominate. Such groups jeopardize peace and freedom, undermine the rule of law, menace local and regional stability, and threaten the United States and its friends and allies.

To meet these challenges, the Department of State and USAID support a robust and comprehensive range of public-private, bilateral, regional, and global initiatives and assistance programs to build up the law enforcement capabilities of foreign governments to help stop these threats before they reach U.S. soil. This includes working with other U.S. government agencies and foreign governments to break up drug trafficking and other international crime groups, disrupt their operations, arrest and imprison their leaders, and seize their assets. It also includes providing small farmers in drug producing areas in the Andean ridge, Afghanistan, and Southeast Asia the means to abandon illicit crop production permanently by developing viable economic alternatives and improving social conditions of farm families.

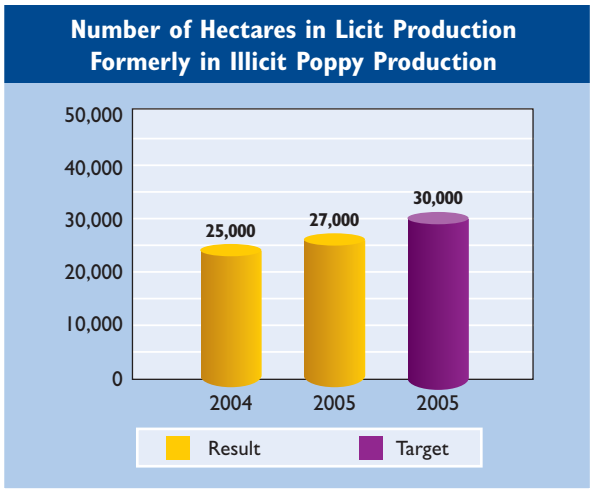
To expand the reach of government and help establish the rule of law, which is critical to political stability in source countries struggling against narco-terrorists, USAID strengthens courts and prosecutorial offices, creates less corrupt and more transparent national and local government structures, and improves civil society advocacy.

II. RESOURCES INVESTED



All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

Bustling commerce in Kabul has taken root in places that once saw nothing but warlord battles. PHOTO: USAID/BEN BARBER

USAID PLAYS A KEY ROLE TO FIGHT AFGHAN OPIUM

USAID plays a key role in the $780 million U.S. effort to slow Afghanistan's expanding drug trade through programs that eradicate opium poppies and help farmers to develop alternate crops and livelihoods. The anti-drug plan, five months in the making and coordinated with the Afghans, British, and others, includes highlighting the dangers of drug use to growers and others; building the justice infrastructure to bolster enforcement; providing alternative livelihoods to encourage poppy growers to try new crops; increasing interdiction efforts; and eradicating poppy fields.

USAID's anti-narcotics plan for alternate livelihoods was funded at $10 million as a pilot program, but was expected to rise to $130 million.

REDUCING THE DEMAND FOR DRUGS IN TAJIKISTAN

Tajik officials have acknowledged the contribution of USAID's Drug Demand Reduction Program (DDRP) to stem increasing demand for drugs in Tajikistan. The program contributes to improving the regulatory and policy environment related to drug demand reduction. The three-tiered approach to drug demand reduction encapsulates universal prevention, selective prevention, and indicative prevention levels. DDRP is the only program in Tajikistan implementing such a comprehensive approach to reducing demand. USAID's DDRP program targets at-risk youth through a variety of interventions, including youth centers, peer education, activities to provide recreational and skill-building alternatives for youth at high risk of initiating drug use, educational materials on the risks of drug use, and skills development for street kids. USAID's new CAPACITY program will expand DDRP's focus on reducing drug use to address other aspects of HIV/AIDS prevention for youth, building on past activities related to condom social marketing, school-based education, and education and outreach events targeting youth.

Students light candles on the USAID-sponsored HIV/AIDS memorial event "I Remember, But Do You?" in Simferopol, Ukraine.
PHOTO: EVGENIYA ZAV'YALOVA, USAID/KYIV

STOPPING TRAFFICKING, SAVING LIVES

The lure is steady employment and a better life, but the result is often months or years of physical and emotional abuse. It's a modern form of slavery called trafficking — the use of fraud or coercion to recruit, transport, buy, and sell human beings — and it entraps as many as four million people each year.

The New Life Center in Thailand has helped more than 1,000 women and children avoid exploitation and make positive changes in their lives. PHOTO: USAID

Fortunately, awareness is growing. In fact, the combined efforts of USAID, local government, and community organizations recently rescued 250 women, many of them minors, from a "shipment" bound for a prostitution den in Manila. Authorities also intervened in an illegal recruitment scam involving 50 people who had paid outrageous placement fees for factory jobs in Belgium that did not exist. And a woman hired as a farm worker in a remote village saved herself from trafficking when she recognized the illegal recruitment practices from an awareness-raising exercise she had attended.

With support from USAID, the Trafficking Watch Group (TWG) was formed, comprising 17 national government agencies and 18 trade unions, civil society organizations, and advocacy groups. Members of the Philippine government's Inter-Agency Council Against Trafficking are represented and assist in TWG's efforts to combat trafficking on multiple levels. It has mounted a public education campaign, coordinated task forces, planned interventions, and built capacity in national government agencies, organizations, and citizen organizations. The group developed a Web site (*http://www.trafficking.org.ph*) and a database, along with a series of

publications that include primers on the Philippine Anti-Trafficking in Persons Act in English and local dialects. To strengthen legal resources, TWG developed a sample ordinance against trafficking, which local governments have used as a guide to pass ordinances in Bataan, Cavite, Eastern Samar, and Leyte — all provinces identified as source, training, transit, and destination areas for trafficking victims. TWG also trained judges and prosecutors to improve their understanding of the Anti-Trafficking Act and local ordinances.

For trafficking victims and their families, TWG provides counseling, access to temporary shelters, and economic opportunities. The organization is also among the forerunners in drawing attention to the problems that many victims — especially women — face in reintegrating themselves into their communities and is producing a manual to assist them.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 3			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	1	Number of Targets Met	1
Number of Program Goals	2	Number of Targets Not Met	1
Number of Indicators	2	Number with Data Lags	–

PERFORMANCE GOAL #1
International Trafficking in Drugs, Persons, and Other Illicit Goods Disrupted and Criminal Organizations Dismantled

PROGRAM GOAL: GLOBAL POPPY CULTIVATION		
Strengthen the unified campaign against drug trafficking and the terrorists who benefit from it.		
Performance Indicator #1: Number of Hectares in Licit Production Formerly in Illicit Poppy Production (Alt: Alternative Development Supported)		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	25,000 hectares in licit production formerly in illicit poppy production.
FY 2005 Data	**2005 Preliminary or Provisional Results**	27,000 hectares in licit production formerly in illicit poppy production.
	Target	30,000 hectares in licit production formerly in illicit poppy production.
	Rating	**Below Target**
	Impact	This indicator will measure the impact of USAID programs to educate growers, provide alternative seeds, and agricultural inputs, and promote the production of licit crops in areas where poppy has been grown.

PROGRAM GOAL: IMPROVE ANTI-TRAFFICKING PROSECUTORIAL AND PROTECTION CAPACITIES		
Train law enforcement officials and service providers to work collaboratively to take preventive measures against trafficking in persons, identify trafficking rings and victims, effectively use existing legislation to prosecute traffickers, weed out corruption, and ensure protections for victims.		
Performance Indicator #1: Number of People Reached Through USAID-supported Anti-trafficking in Persons Programs		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	■ 5,060,500 persons reached by public awareness. ■ 3,737 officials educated or trained. ■ 362 survivors of trafficking in persons (TIP) received counseling and other support services.
	2004	■ 48,531,502 persons reached by public awareness. ■ 47,483 officials educated or trained. ■ 434,318 survivors of TIP received counseling and other support services.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 25,637,663 persons reached by public awareness. ■ 10,095 officials educated or trained. ■ 5,913 survivors of TIP received counseling and other support services.
	Target	■ 25,500,000 persons reached by public awareness. ■ 10,000 officials educated or trained. ■ 5,000 survivors of TIP receive counseling and other support services.
	Rating	**On Target**
	Impact	By increasing awareness of the dangers of trafficking, training officials on the legal and human rights issues of trafficking, and by providing support services to the survivors of trafficking, USAID's efforts will result in the mitigation of the numbers of people trafficked and in the consequences of trafficking.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) Results of the CAD (Colombia Alternative Development) Project Appraisal Survey: An Evaluation of the Effect and Impact of the CAD Project in Putumayo Department, Colombia. Link: *http://www.dec.org/pdf_docs/PDACA534.pdf*

STRATEGIC OBJECTIVE #2:

ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS

Protecting the United States and its allies from the dangers of terrorism, weapons of mass destruction, international crime, and regional instability is necessary but not sufficient for achieving national security. A healthier, more educated, democratic, and prosperous world—in short, a better world—is also necessary for achieving national security.

USAID's strategic goals for democracy and human rights, economic prosperity and security, and social and environmental issues are part of a larger whole. It is no coincidence that conflict, chaos, corrupt and oppressive governments, environmental degradation, and humanitarian crisis often reign in the same places.

The broad aim of USAID's programs in development assistance is to turn vicious circles into virtuous ones, where accountable governments, political and economic freedoms, investing in people, and respect for individuals beget prosperity, healthy and educated populations, and political stability.

The following are the strategic goals that comprise this strategic objective:

- Strategic Goal 4: Democracy and Human Rights
- Strategic Goal 5: Economic Prosperity and Security
- Strategic Goal 6: Social and Environmental Issues
- Strategic Goal 7: Humanitarian Response

STRATEGIC GOAL 4: DEMOCRACY AND HUMAN RIGHTS

Advance the Growth of Democracy and Good Governance, including Civil Society, the Rule of Law, Respect for Human Rights, and Religious Freedom

I. PUBLIC BENEFIT

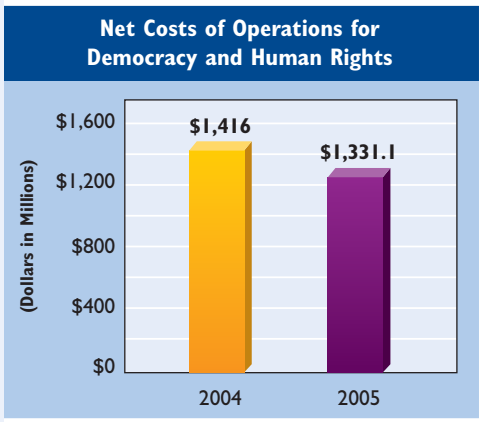
The United States recognizes the vital importance of democracy, human rights, and good governance to global security, prosperity, and freedom. Competitive political institutions, transparent democratic practices, and civic activism are strengthened when the rule of law and protection of universally-accepted standards of human rights are upheld. America's experience as a democracy affirms the Agency's conviction that all people can live and prosper in peace. Even in the worst moments, the United States has been guided by its commitment to freedom and self-government. The conclusion one draws from that commitment is that the survival of liberty at home is dependent on liberty in other lands.

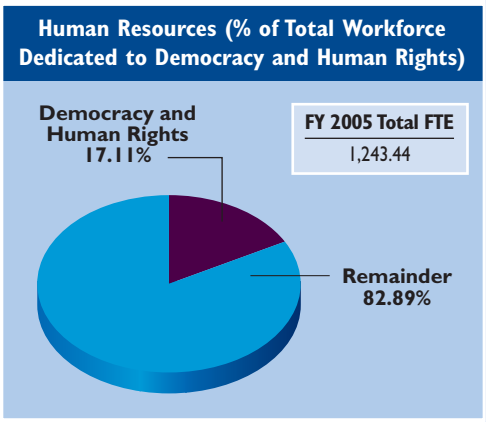
Protecting human rights and promoting democracy is a cornerstone of a U.S. foreign policy that seeks to end oppression, combat terrorism, and advocate democratic ideals and freedoms worldwide. President Bush's vision of a world where freedom reigns has been clearly articulated throughout his tenure, but nowhere more clearly than in his 2005 inaugural address: "It is the policy of the United States to seek and support the growth of democratic movements and institutions in every nation and culture, with the ultimate goal of ending tyranny in our world."

Institutionalizing democracy, human rights, and good governance is the focus of USAID programs in approximately 80 priority developing countries. With more than 400 democracy officers worldwide, USAID works on the frontlines of democracy promotion to encourage the transition to, and consolidation of, democracy throughout the world. These on-the-ground efforts emphasize the building of institutions and processes to ensure free, effective participation in national and local political processes. In those countries where USAID and the Department of State work together to implement these programs, the recipient countries have become more successful participants in the international community and better strategic and economic partners for the United States.

While the United States plays a leading role to promote democracy and human rights, the Department of State and USAID recognize that they are not uniquely American values. Democratization must ultimately be a process driven by a society's citizens. Toward that end, the Department of State and USAID work to ensure that democratic reforms reflect a representative political process.

II. RESOURCES INVESTED





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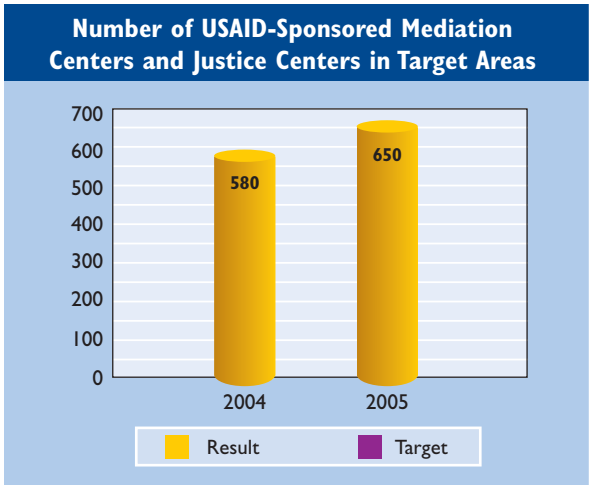
III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

Democratic decentralization and citizen participation encourages local communities to plan and manage their own access to basic services. PHOTO: USAID/GABRIELLA CHINCHILLA

DEMOCRATIC DECENTRALIZATION AND CITIZEN PARTICIPATION

USAID democracy programs in Bolivia have increased women's participation in municipal and budget meetings, as part of a large effort to improve participation at the local level. Democratic Decentralization and Citizen Participation (DDCP) promotes gender and indigenous equity through an innovative, integrated model of participatory municipal management. The team supports women's participation by working with community leaders, non-governmental organizations (NGO), and women's groups to encourage women not only to attend planning meetings, but also to communicate their demands during these meetings, as citizens with the same rights as men. In addition to integrating gender as a cross-cutting technical area, DDCP has developed a gender strategy that includes three primary areas of activities to increase the quality and equity of women's participation in municipal governance: direct training of women candidates and elected municipal officials to increase their capacity to serve as elected officials; technical assistance to Bolivian NGOs to strengthen the laws against gender-based violence in the political arena; and compliance with the Law of Equitable Inclusion of men and women on municipal electoral lists. More than 1,000 future women leaders received training, and the percentage of women candidates in municipal elections increased from 46 percent in 1999 to 56 percent in 2004.

GOVERNANCE INSTITUTIONS

USAID supports good governance in Africa by convening a conference for chiefs and traditional leaders. PHOTO: USAID/SUDAN

For more than a quarter-century after Kenya's independence, the National Assembly remained a weak and neglected branch of government. By 1999, political support for an independent Parliament led to the passage of the Parliamentary Service Commission (PSC) Act, a watershed moment in Kenya's political history. With the Act, the legislature took a definitive step away from executive control by establishing its own independent staffing and administrative structures. To encourage further reforms, USAID began providing direct support to the Parliament beginning in 2000. Following an assessment of Parliament and the development of a 12-year plan, USAID has helped Parliament in several ways: organizing bi-annual budget and finance workshops for committees members, hosting study tours, providing Parliament access to expertise from private sector and civil society, creating forums for linking members of Parliament (MP) and the government of Kenya, and conducting training of staff to serve MPs and Committees. USAID has also helped three committees develop work plans, which Parliament is now implementing. Despite working in a highly politicized environment, USAID has gained the trust and confidence of the new Parliament, a development that provides USAID with a firm platform to implement further interventions to strengthen the legislature. An external evaluation of the program conducted in June 2004 concluded that USAID has done a "very good to excellent" job in fulfilling the objectives set forth in the original program. There are now more players engaged in influencing the budget process, bills are routinely subjected to more amendments than at any other time in the history of Parliament, Parliament regularly summons ministers to explain certain actions, and staff and interns have been trained and are now providing MPs with back up support.

Under the USAID/Namibia legislative strengthening program that concluded in late 2004, the Namibian Parliament increased its competency to conduct parliamentary business with confidence. Legislative staff and MPs increased their capacity to: adopt rules and revise procedures to operate a functioning committee system, hold public hearings at the national and regional levels, maintain a well-used parliamentary research center and an interactive Web site, and review the national budget and analyze legislation. As a result, the national budget process has become more transparent with an increased level and rigor of debate in both houses of Parliament as reflected in media reports. MPs are more capable of making procedural and technical challenges to the positions adopted by the Executive and majority party. The National Council is using its constitutional powers to review proposed legislation with greater independence, as seen by some of the bills being sent back to the National Assembly for reconsideration. The Parliament has been making substantive changes to the bills proposed by the executive branch more frequently; and interactions between informed citizens and their representatives are on the rise, contributing to changes in the proposed legislation.

USAID supports legal reform in Europe and Eurasia. Supreme Court President Asim Jaganjac. PHOTO: USAID/B-H

REVISED LAW SPEEDS JUSTICE FOR THOUSANDS

Recently, a 68-year-old retiree residing in Bosnia-Herzegovina's Federation entity (FBiH), saw her application for pension benefits rejected by the Pension Bureau. Normally, her case would proceed to the Supreme Court where it would languish for more than five years before seeing judicial action. However, because of revisions to the Law on Administrative Disputes, her legal challenge to the Bureau's decision was filed in Cantonal Court where it will be heard before the end of the year. Prior to the revisions, it was not

uncommon for cases to outlive the persons who filed them! USAID's innovative Administrative Law and Procedural Systems (ALPS) Project in FBiH has helped to change the laws in the country so administrative disputes can be more efficiently resolved. As in all countries, administrative disputes in the Federation—everything from tax appeals to appeals of decisions on medical benefits—affect huge segments of the population and dwarf in volume both criminal and private civil claims combined. It is in the area of administrative law that ordinary citizens experience the state's commitment (or not) to the rule of law. USAID's ALPS team contributed provisions to the Law on Administrative Disputes that will reduce the time during which parties await resolution of their suits and support reduction in the massive backlog of cases currently on the shelves of its Supreme Court, where such disputes were lodged.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 4			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	1	Number of Targets Met	4
Number of Program Goals	1	Number of Targets Not Met	1
Number of Indicators	6	Number with Data Lags	1

PERFORMANCE GOAL #1

Measures Adopted to Develop Transparent and Accountable Democratic Institutions, Laws, and Political Processes and Practices

PROGRAM GOAL: ENGAGEMENT TO ADVANCE DEMOCRACY		
Work with countries that are reforming government systems to create more transparent, inclusive, and participatory practices, through bilateral engagement, multilateral mechanisms, and non-governmental organization (NGO) channels.		
Performance Indicator #1: Strengthened Local Governance		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	76 percent of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
	2004	■ 76 percent of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources. ■ Change in local government resources after USAID assistance: Before: $28,615,247; After: $77,603,051.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 67 percent of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources. ■ Change in local government resources after USAID assistance: $60,555,071.
	Target	67 percent of USAID-assisted national governments devolving authorities to local governments with the corresponding access to financial resources.
	Rating	**On Target**
	Impact	As a result of USAID's municipal governance program which provides technical assistance and training municipalities to improve coverage of basic public services, transparent financial administration, and public participation in decision-making, the number of households receiving municipal services increased.

PROGRAM GOAL: ENGAGEMENT TO ADVANCE DEMOCRACY *(continued)*		
Performance Indicator #2: Civil Society Functioning		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	90 percent of USAID-assisted countries where citizens' concerns are being effectively represented at the national and local levels.
	2004	90 percent of USAID-assisted countries where citizens' concerns are being effectively represented at the national and local levels.
FY 2005 Data	**2005 Preliminary or Provisional Results**	Final results will be presented in the FY 2005 PAR Addendum available April 2006.
	Target	91 percent of USAID-assisted countries where citizens' concerns are being effectively represented at the national and local levels.
	Rating	**Final results will be presented in the FY 2005 PAR Addendum available April 2006.**
	Impact	This indicator focuses on the role of civil society organizations to represent and advocate on the behalf of citizens. Civil society is a critical component of effective democracies at all times, but particularly between elections as a strong civil society is an instrument of citizen participation in political and economic decision-making.
Performance Indicator #3: Citizens Access to Justice Sector Expanded for All		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ Average total time it takes to process a legal case (in days) before and after USAID assistance: Before: 868.6; After: 248.5. ■ Number of legal experts trained through USAID assistance: 2,064. ■ Number of USAID-sponsored mediation centers and justice centers in target areas: 580. ■ Number of USAID-presence countries in which pre-trial detention decreases: two.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Average total time it takes to process a legal case (in days) before USAID assistance and after USAID assistance: Before: 248.5; After: 236.5. ■ Number of USAID sponsored mediation centers and justice centers in target areas: 650.
	Target	■ Number of USAID sponsored mediation centers and justice centers in target areas: 157. ■ Number of USAID-presence countries in which pre-trial detention decreases: 128.
	Rating	**Exceeded Target**
	Impact	With assistance from USAID, many countries now have an oral, adversarial criminal justice system that is significantly more transparent, efficient, and participatory.

PROGRAM GOAL: ENGAGEMENT TO ADVANCE DEMOCRACY *(continued)*		
Performance Indicator #4: Corruption Mitigated in Priority USAID Countries		
FY RESULTS HISTORY	**2002**	Control of corruption percentile rank by region (regional baselines): Sub-Saharan Africa = 32.4; Middle East and North Africa = 54.7; South Asia = 41.5; East Asia = 44.4; Latin America and Caribbean = 54.9; Eastern Europe = 54.7; Former Soviet Union = 16.8.
	2003	N/A (data not collected annually)
	2004	■ Control of corruption ranking for priority USAID countries to be collect centrally. ■ Number of people trained in anti-corruption through USAID assistance: 58,668.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Number of people trained in anti-corruption through USAID assistance: 39,953. ■ Control of corruption ranking for priority USAID countries to be collect centrally.
	Target	Number of people trained in anti-corruption through USAID assistance: 45,345.
	Rating	**Below Target**
	Impact	Corruption is defined as the misuse of public or private position for direct or indirect personal gain. Strengthening existing institutional mechanisms to encourage ethical behavior and prevent corruption and abuse is important, including checks on formal state factors such as civil service reform (i.e., restructuring incentives and punishments), limits on civil servants' discretion, strengthened audits and investigative functions, more effective internal procedures for enhanced oversight, improved operating systems in government institutions, and building a public constituency against corruption.
Performance Indicator #5: Constituencies Political Parties Represent		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ Number of women and minority candidates on ballots after USAID assistance: 506. ■ Number of women and minority candidates elected after USAID assistance: 377. ■ Number of political party members/officials trained through USAID assistance: 564. ■ Number of elections in USAID presence countries where no political party receives more than 75 percent of the vote: 15.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Number of women and minority candidates on ballots after USAID assistance: 1,430. ■ Number of women and minority candidates elected after USAID assistance: 30. ■ Number of elections in USAID presence countries where no political party receives more than 75 percent of the vote: 15. ■ Number of political party members/officials trained through USAID assistance: 1,511.
	Target	FY 2004 serves as the baseline data for this indicator.
	Rating	**On Target**
	Impact	A representative and competitive multiparty system includes the following: (1) parties (through their statements, structure, and leadership) that demonstrate a commitment to transparent, inclusive, and accountable democratic political processes; (2) parties that adopt institutional structures that enable them to reflect the interests of those they choose to represent in government or in the opposition, and to compete effectively in periodic elections at all levels; and (3) political parties that enjoy the confidence of citizens, encourage citizen participation, and reinforce the legitimacy of democracy as a governing approach. This indicator will measure the strength and capacity of political parties assisted by USAID.

PROGRAM GOAL: ENGAGEMENT TO ADVANCE DEMOCRACY *(continued)*		
Performance Indicator #6: Status of Independent/Alternative Media		
FY RESULTS HISTORY	**2002**	Four of 18 USAID assisted countries have a "partly free" or "free" media.
	2003	Three of 18 USAID assisted countries have a "partly free" or "free" media.
	2004	■ Two of 18 countries have a "partly free" of "free" media. ■ USAID: number of journalists trained: 105. ■ Number of non-government radio stations established through USAID assistance: 44.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ USAID: number of journalists trained: 321. ■ Number of non-government radio stations established through USAID assistance: 29. ■ USAID: number of journalists trained: 320.
	Target	Number of non-government radio stations established through USAID assistance: 30.
	Rating	**On Target**
	Impact	A free and independent media is an imperative for democratic, transparent governance. It provides essential information to the people, both informing their political decisions (including voting) and acting as a means for the people to express their views.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) Foreign Assistance: U.S. Anticorruption Programs in Sub-Saharan Africa Will Require Time and Commitment, GAO-04-506, April 26, 2004.

2) United States Agency for International Development, Bureau for Democracy, Conflict and Humanitarian Assistance. *USAID Conflict Mitigation and Management Policy*

3) United States Agency for International Development, Bureau for Democracy, Conflict and Humanitarian Assistance. *USAID Anticorruption Strategy*

4) United States Agency for International Development, Bureau for Democracy, Conflict and Humanitarian Assistance. *Assistance to Internally Displaced Persons Policy*

A study found that women in Mali do not have access to radio and consequently do not hear important messages or receive notification of vaccination campaigns, for example. USAID/Mali's WING (Women in Governance) program distributed wind-up radios to women's associations to address this issue of information access. This woman was chosen by her peers to care for and listen to the radio outside of group listening times, in order to keep other women in her community informed of important messages and upcoming events.

PHOTO: ABDOURAHMANE DICKO, USAID/MALI

STRATEGIC GOAL 5: ECONOMIC PROSPERITY AND SECURITY

Strengthen World Economic Growth, Development, and Stability, While Expanding Opportunities for U.S. Businesses and Ensuring Economic Security for the Nation

I. PUBLIC BENEFIT

National security and global economic prosperity are inextricably linked and must be addressed jointly. Continued economic prosperity for the United States cannot be assured in the absence of prosperity, freedom, and economic opportunity worldwide. USAID's successes in opening markets through ambitious trade and investment agendas, in multiplying development efforts through private sector participation and recipient country accountability, and in supporting U.S. businesses through outreach and advocacy, build prosperity and security at home and abroad. USAID works closely with other agencies, businesses, labor groups, and non-government organizations (NGO) to build a strong and dynamic international economic system that creates new opportunities for U.S. business, workers, and farmers.

Members of the herders' cooperative Bishrelt Sumber selling their dairy products at a local trade fair. PHOTO: G. ODGARAV, PACT/MONGOLIA

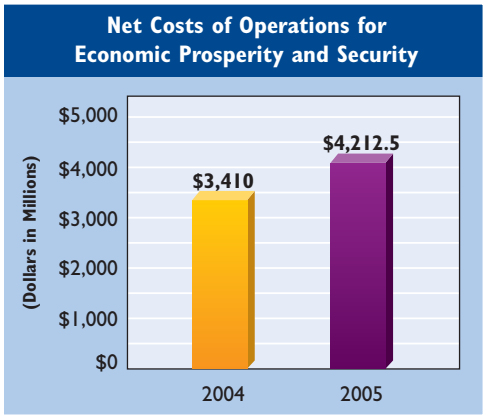
The remarkable growth and prosperity of the developed economies have demonstrated the strength of a dynamic, open international trading system based on free trade and free markets, good governance, and the rule of law, which is a key element of sustainable development. Conversely, the lack of economic opportunity for many around the world is an underlying factor for a number of the grave challenges the United States faces. Regional instability, social and environmental destabilization, food insecurity, unemployment, and humanitarian crises further marginalized vulnerable populations. USAID's efforts to promote trade and sustainable economic development have a direct positive effect on these vulnerable populations while also strengthening the U.S. economy.

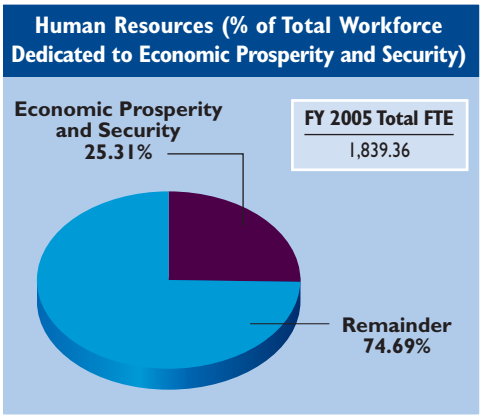
As the world's largest importer and exporter, the United States has a significant impact: trade reached $2.8 trillion in FY 2004. Exports account for roughly 10 percent of gross domestic product (GDP), but contribute much more in terms of GDP growth, as export growth contributed about 15 percent of U.S. economic growth during the past decade. U.S. workers in export sectors have higher than average wages, and one of every five U.S. manufacturing workers depends on exports for a job. The capacity of developing countries to buy U.S. exports depends, in turn, on their ability to expand their exports to the major developed countries.

Imports by the United States make competitive, lower cost goods available to U.S. consumers and quality supply components available to U.S. industries. The United States is the largest importer from developing countries, importing goods worth more than $777 billion in 2004, approximately 10 times the value of the total of all official development assistance to developing countries from all donors. Furthermore, a productive agricultural sector is critical to overall economic growth, trade expansion, and increased income-earning opportunities, not to mention food security. Equally important is increased access to infrastructure—communications, transport, water, energy—and underpins the expansion and improvement of services in all other sectors of development. Continued growth and the economic opportunity gained from open trading systems, good governance and the rule of law, critical infrastructure, foreign investment, U.S. development assistance, and international cooperation on financial issues promotes political liberty abroad and national security at home.

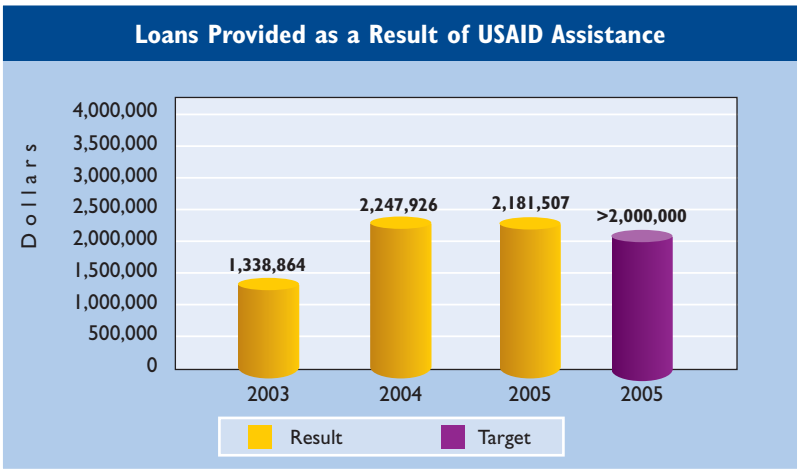
All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

II. RESOURCES INVESTED

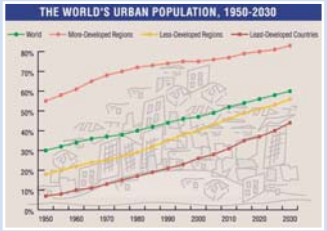




III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT



Graph of the world's urban population.
SOURCE: USAID FRONTLINE MARCH 2005 ISSUE

AS WORLD'S MAJORITY SHIFTS TO CITIES, USAID TACKLES URBAN ISSUES

In recent years, hundreds of millions of poor people in developing countries have packed up their belongings, sold their land and farm animals, and moved from their villages into growing cities such as São Paulo, Lagos, Mexico City, Bangkok, and Shanghai.

The increase of 2.5 billion city dwellers in the next two decades is basically unstoppable, as people abandon exhausted and overcrowded farmland in search of the jobs and conveniences of city life: education, electricity, hospitals, and cinemas.

But when millions arrive, will they find decent housing, adequate schools, water and sanitation, jobs, and security? Or will many live in shantytowns, lacking title to their houses, and join the growing ranks of the urban poor?

Lacking the safety net and traditions of their ancestral villages, will these urban poor be ripe for recruitment by criminal gangs or those who preach ethnic, religious, or other forms of hatred and terrorism?

To address the vast demographic change taking place across the planet, development experts at USAID and elsewhere are working to help the urban poor gain title to their houses, get credit to start small businesses, and create municipal associations so cities can share their solutions to common problems.

USAID is also showing mayors and city administrators how to raise funds for roads, hospitals, water systems, and schools by selling municipal bonds.

The move to the cities means that poverty—which used to be mainly rural in developing countries—is becoming mainly urban, requiring foreign aid groups to shift their focus.

Above all, say experts, there is a need to build political will among the leaders of cities to tackle the lack of services.

Although USAID and other donors cannot alone provide the resources for the massive improvements needed to create safe and healthy urban spaces, USAID does have the expertise to assist municipal governments improve things—especially as many national governments decentralize, granting taxation and other authority to cities.

In Johannesburg, South Africa, for example, USAID educated people to accept that by paying taxes they support city planning. Now the capital market in South Africa provides bond revenue for transportation, education, water, sanitation, public places, and job programs.

The Agency and other donors such as the World Bank are working with creative and dedicated political leaders in cities such as Bogota to address major problems created by urban poverty.

The best source of expertise to these cities may well be the example set by U.S. cities and towns. They can show municipal governments how to raise funds and take care of vital services, especially when many developing countries lack resources.

Since the growth of industrial jobs is not keeping up with the influx of people, USAID is supporting regional and international trade as well as micro credit to the informal sector, such as small shops or street vendors.

Milos Ivkovic (left) oversees design, quality control, and all aspects of Ivkovic's creations. PHOTO: USAID/SERBIA

SERBIAN KNITWEAR MAKER DOUBLES REVENUES, CONTINUES GROWTH

For Serbian knitwear maker Ivkovic Trikotaza, the future is looking as bright as the company's innovative fashion. The company's senior management received support from the USAID Serbia Enterprise Development Project (SEDP) team in streamlining production, standardizing sizing, and promoting Ivkovic designs at prominent international trade shows. To help cover costs of exhibiting, SEDP offered financial assistance

through a matching grants program. And to make it easier for buyers to review the designs, SEDP featured Ivkovic prominently on the Web site portal of the Serbian apparel industry.

Results were swift. Ivkovic Trikotaza has sold its entire production for 2005, received financing to help cover the costs of their expansion, and managed to enter new markets. The company is now emerging as a major international brand, available in the world's top metropolitan cities like London, Rome, Tokyo, and New York. General Director Milos Ivkovic is extremely pleased with the company's new image: "The production is at the maximum of our capacities. We're running all the machines in three shifts, 24 hours a day. From here it's all about further expansion."

TECHNOLOGY FOR THE LITTLE ONES IN GUATEMALA

Until recently, access to educational technology was nothing more than a dream for children of rural local communities in Guatemala's highlands. USAID helped fund the installation of 16 mini-technology centers called CETEBITOS which are equipped with eight to 10 multimedia computers, a printer, Microsoft office software, as well as locally-developed multimedia software, to help students develop reading and writing skills in their native languages of K'iche', Sakapulteko, and Ixil.

Rural Guatemalan schools are not numerous. In addition, most teachers speak Spanish while first graders speak in one of 24 Mayan languages. Not sharing a common language halts the learning processes and causes children both frustration and humiliation, as well as possibly damaging their self-esteem. Before the USAID bilingual intercultural education programs, common wisdom was that technology had no place in this context of school.

USAID helped to introduce the technology model in rural primary schools of Guatemala which integrated the active participation of the entire community. Parent groups formed to equip the centers, obtain electricity and adequate security, and establish administrative and use policies. Teachers participated in extensive training to bring their new skills and knowledge to primary school students. Today, hundreds of children in the Quiché department are using computers to learn to read and write their first letters in their native Mayan languages.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 5			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	4	Number of Targets Met	7
Number of Program Goals	6	Number of Targets Not Met	–
Number of Indicators	7	Number with Data Lags	–

PERFORMANCE GOAL #1
Institutions, Laws, and Policies Foster Private Sector Growth, Macroeconomic Stability, and Poverty Reduction

PROGRAM GOAL: SCIENCE-BASED DECISION-MAKING AND STANDARDS DEVELOPMENT		
Strengthen ties with neighbors and key allies, and facilitate access to international markets for new technologies.		
Performance Indicator #1: Effectiveness of Contacts Between Science & Technology (S&T) Communities and Policymakers		
FY RESULTS HISTORY	**2002**	■ USAID organized and sponsored four roundtables on biotechnology and nanotechnology issues. ■ U.S. government (USAID) launched an agriculture-biotechnology (ag-biotech) initiative, Collaborative Agricultural Biotechnology Initiative (CABIO); mobilizing new science and technology (S&T) to reduce poverty and hunger.

(continued)

PROGRAM GOAL: SCIENCE-BASED DECISION-MAKING AND STANDARDS DEVELOPMENT *(continued)*		
Performance Indicator #1: *(continued)*		
FY RESULTS HISTORY *(continued)*	**2003**	■ To promote developing country access to and management of new scientific tools such as biotechnology for improving agriculture productivity, environmental sustainability, and nutrition, USAID launched a comprehensive set of activities under CABIO. ■ USAID sponsored a global meeting of researchers to consider the relevance and importance of social sciences to agricultural and natural resources research aimed at alleviating poverty and enhancing environmental sustainability. ■ USAID sponsored an Asia regional ag-biotech priority setting meeting in New Delhi, India to discuss key objectives and steps needed to bring the benefit of new science to increasing productivity among smallholder farmers. ■ USAID joined with the Rockefeller Foundation and the Department for International Development (DFID) (UK) to establish the African Agricultural Technology Foundation to sponsor the sharing of research technologies between the public and private sectors in ways that bring the latest science to bear on solving problems affecting the livelihood of millions of African farmers. ■ USAID joined with the International Rice Research Institute to implement the International Rice Functional Genomics Consortium and the Cereals Comparative Genomics Initiative. ■ USAID worked with the Consultative Group for International Agricultural Research (CGIAR) partners and leading U.S. researchers to establish the Harvest Plus Challenge Program aimed at developing nutritionally enhanced strains of rice, wheat, maize, beans, cassava, and sweet potato.
	2004	■ Six bilateral initiatives to involve developing country partners in climate change S&T cooperation. ■ Through USAID leadership, the United States signed a letter of intent to collaborate in ag-biotech with India. ■ USAID organized a meeting of West African ministers to discuss agricultural S&T, resulting in increased interest in biotechnology and further discussions with the United States on collaboration in this area. ■ USAID and the U.S. Department of Agriculture (USDA) jointly sponsored a meeting to strengthen research cooperation between the U.S. research community and the international agricultural and natural research centers. ■ Long-term agricultural and natural resource management research funded by USAID continues to provide important benefits in developing countries. ■ USAID convened a U.S.-India Joint Working Group on ag-biotech , engaging USDA, Department of State, National Science Foundation (NSF), and leading U.S. scientists with a counterpart team drawn from the government of India leadership and leading Indian biotechnology research organizations.
FY 2005 Data	**2005** Preliminary or Provisional **Results**	■ Number of Science and Technology agreements increased to 38 with increased collaboration of USAID, other U.S. government, non-governmental organizations (NGO), private sector, and academic institutions. ■ Initiated bilateral and regional Science and Technology dialogue with Central Asia, South East Asia, and select African Nations. ■ Two workshops on science trade and development issues will be initiated. ■ Post-World Summit on Sustainable Development (WSSD) activities in water and energy are fully ingrained in the United Nations Educational, Scientific and Cultural Organization (UNESCO) program of work; implement Presidential Bilateral Initiatives in water and energy.
	Target	Above results in FY 2005 are the FY 2005 target.
	Rating	**On Target**
	Impact	This indicator was chosen because the language in UN economic development resolutions reflects prevailing policy norms. UN development organizations are major players in economic development. The types of programs and the nature of recipients' requests for assistance will demonstrate the degree of acceptance of Millennium Challenge Account (MCA) principles.

PROGRAM GOAL: PRIVATE SECTOR CAPACITY		
Improve private sector capacity/growth, including rural competitiveness and micro and small-enterprise development.		
Performance Indicator #1: Enterprise Level Competitiveness		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	■ 1,338,864 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ $363,054,541 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ 89,913 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity.
	2004	■ 2,247,926 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ $809,037,380 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ 63,715 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 2,181,507 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ $857,446,583 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ 68,868 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity.
	Target	■ 2,000,000 loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ $830,000,000 in loans provided as a result of USAID assistance (disaggregated by type of recipient, including historically disadvantaged groups). ■ 68,868 firms directly participating in USAID sponsored activities to strengthen their competitiveness/productivity.
	Rating	**On Target**
	Impact	Firms in developing countries typically lack access to credit through the formal financial system for expansion. Providing credit directly or mobilizing bank financing for such firms is critical to achieving economic growth and associated job creation.

PERFORMANCE GOAL #2

Increased Trade and Investment Achieved through Market-Opening International Agreements and Further Integration of Developing Countries into the Trading System

PROGRAM GOAL: CREATE OPEN AND DYNAMIC WORLD, REGIONAL AND NATIONAL MARKETS		
Increase capacity of countries to participate in global, regional, and national trade, and increase market access for U.S. goods, services, and enhance protection of intellectual property.		
Performance Indicator #1: Level of Trade Capacity of USAID-Assisted Countries		
FY RESULTS HISTORY	2002	N/A (new indicator in FY 2003)
	2003	Baseline: $161,979,374 increase in exports of countries where USAID provides trade development assistance.
	2004	$439,467,194 increase in exports of countries where USAID provides trade development assistance.
FY 2005 Data	2005 Preliminary or Provisional Results	$585,165,379 increase in exports of countries where USAID provides trade development assistance.
	Target	$500,000,000 increase in exports of countries where USAID provides trade development assistance.
	Rating	On Target
	Impact	Increased exports spur economic growth, create jobs, increase incomes, raise standards of living, and reduce poverty. The resulting economic growth and poverty reduction improves social and economic stability, creates new markets for U.S. goods and services, and contributes to regional and global security.
Performance Indicator #2: Number of USAID-Assisted Countries in Some Stage of World Trade Organization (WTO) Accession and Compliance		
FY RESULTS HISTORY	2002	N/A (new indicator in FY 2003)
	2003	First Year Data Reported: 28.
	2004	29 countries
FY 2005 Data	2005 Preliminary or Provisional Results	30 countries
	Target	30 countries
	Rating	On Target
	Impact	WTO accession means access to markets are more open and predictable, aligns developing country commercial law regimes with international norms, expands the international rule of law, improves transparency and economic governance, and reduces opportunities for corruption.

PERFORMANCE GOAL #3
Secure and Stable Financial and Energy Markets

PROGRAM GOAL: SECURE ENERGY SUPPLIES		
Ensure U.S. and global security by encouraging energy-sector investment in key countries, increasing international emergency oil reserves, and promoting development of advanced energy technologies.		
Performance Indicator #1: Level of Energy Efficiency		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ Energy institutions with improved capacity to reform and manage their sector: 216. ■ New energy policy interventions accomplished as a result of USAID programs: 183.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Energy institutions with improved capacity to reform and manage their sector: 255. ■ New energy policy interventions accomplished as a result of USAID programs: 152.
	Target	■ Energy institutions with improved capacity to reform and manage their sector: 225. ■ New energy policy interventions accomplished as a result of USAID programs: 6.
	Rating	**Exceeded Target**
	Impact	Secure, stable markets and efficient, capable energy institutions—crucial structural elements for development—must be rooted in strong policies and reforms, and this indicator will examine whether countries are achieving efficiency.

Iraqi power station employees outside of Basra. PHOTO: BECHTEL NATIONAL, INC

PERFORMANCE GOAL #4
Enhanced Food Security and Agricultural Development

PROGRAM GOAL: AGRICULTURE-LED INCOME OPPORTUNITIES EXPANDED		
Capacity of organizations and individuals to support the production and distribution of food and marketable agricultural goods.		
Performance Indicator #1: Level of Agricultural Sector Growth		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	■ 172 agricultural technologies made available for transfer through USAID programs. ■ Number of developing countries undertaking field trails and/or commercial approval of bioengineered crops: 9. ■ 115,717 producer organization, trade, and business associations assisted by USAID.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 180 agricultural technologies made available for transfer through USAID programs. ■ Number of developing countries undertaking field trials and/or commercial approval of bioengineered crops: 11. ■ 10,759 producer organization, trade, and business associations assisted by USAID.
	Target	■ 176 agricultural technologies made available for transfer through USAID programs. ■ Number of developing countries undertaking field (trails) and/or commercial approval of bioengineered crops: 10. ■ 10,000 producer organization, trade, and business associations assisted by USAID.
	Rating	**Exceeded Target**
	Impact	Biotechnology capacity: Expanding the number of countries who are integrating biotechnology into agricultural and food systems will both improve global acceptance of these crops and broaden the economic and environmental benefits of this technology, particularly to developing countries. USAID contributes to this in two ways: in the development of new bioengineered crops aimed at the needs of developing countries, and by support for the development and implementation of sound biotechnology regulatory systems which facilitate field trials, and eventually, commercialization. As a result of this assistance, bioengineered cotton began field trials in Mali in early 2005.

PROGRAM GOAL: FOOD SECURITY		
Ensure that vulnerable populations have access to food.		
Performance Indicator #1: Number of People Receiving Title II Food Assistance		
FY RESULTS HISTORY	**2002**	86,499,000 people received Title II Food Assistance.
	2003	124,019,000 people received Title II Food Assistance.
	2004	96,387,000 people received Title II Food Assistance
FY 2005 Data	**2005 Preliminary or Provisional Results**	100,000,000 people received Title II Food Assistance.
	Target	100,000,000 people receiving Title II Food Assistance.
	Rating	**On Target**
	Impact	Food security is important in maintaining political and economic stability.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) "USAID Technical Assistance in Fiscal Reform" (Eight Case Studies), August 2004, which can be found at: *www.fiscalreform.net/usaid_ta/usaid_ta.htm*

Emergency relief supplies being delivered to Indonesia. PHOTO: USAID/ANE

STRATEGIC GOAL 6: SOCIAL AND ENVIRONMENTAL ISSUES

Improve Health, Education, Environment, and Other Conditions for the Global Population

I. PUBLIC BENEFIT

Strengthening international cooperation to ensure stable, prosperous societies is critical to U.S. national security. Disease, poverty, displacement, lack of education, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. By integrating economic growth with social development and environmental stewardship in every corner of the globe, USAID is extending to the international community the basic values American citizens hold dear: prosperity in balance with sustainable management of land-based and marine natural resources, healthy lifestyles, knowledge-based society, and co-operation to advance research frontiers and stimulate innovation.

School health education activities have been integrated into primary school training curriculum covering topics from hygiene, water and sanitation, infectious disease prevention, reproductive health, and HIV/AIDS prevention. A teacher discusses malaria prevention lesson with students at Phum Thom Primary School of Sambo District, Kratie Province. PHOTO: USAID/CAMBODIA

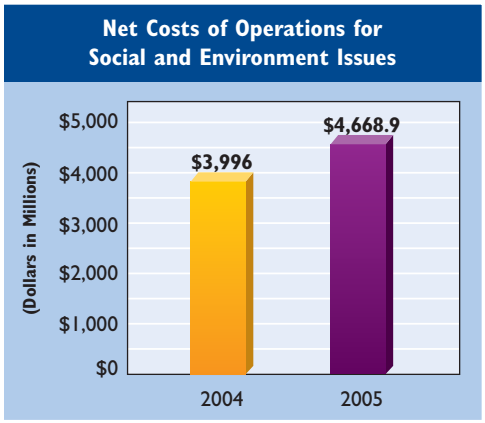
U.S. health sector investments have improved health and well being for women, men, and children worldwide. Results include the rapid expansion of HIV/AIDS treatment, prevention, and care services in high-priority countries and improved quality of life for persons living with and affected by HIV/AIDS; more couples being able to decide the number and spacing of their children; more women having access to skilled care at childbirth; more children being immunized and surviving common childhood illnesses; expanded access to effective prevention and treatment measures for infectious diseases like malaria and tuberculosis; greater international engagement to address Avian Influenza; better preparedness against the threat of bioterrorism; and significant progress in eradicating polio worldwide.

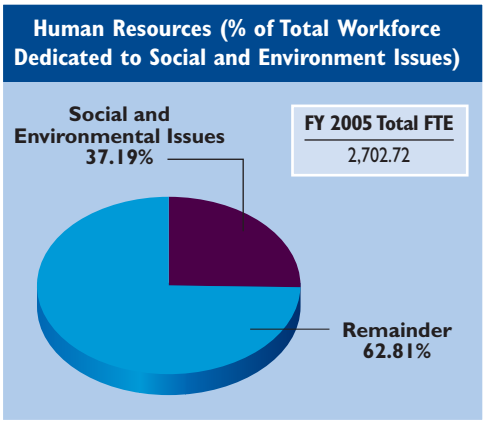
Investments in basic education have provided millions of people with the literacy and numeracy skills that are needed to live and work productively in today's world. Improvements in higher education help to ensure a stable, highly skilled work force, provide opportunity for economic betterment, and create an informed society that will both demand and participate constructively in democratic institutions.

Sound governance of natural resources not only protects the planet, it is a key condition for sustainable growth and a key attribute of democratic governance. By promoting access to clean drinking water and clean, modern energy; by sustainable management of fisheries, forests, and other flora and fauna; by keeping dangerous chemicals and other pollutants out of terrestrial and marine environments; by increasing resilience to climate variability and change; and by improving the environmental capacity of trade partners, USAID is promoting economic prosperity in sustainable harmony with nature. These initiatives reduce the strains on society that lead to conflict and even terrorism, while inculcating democratic values of participatory decision-making, rule of law, and transparency.

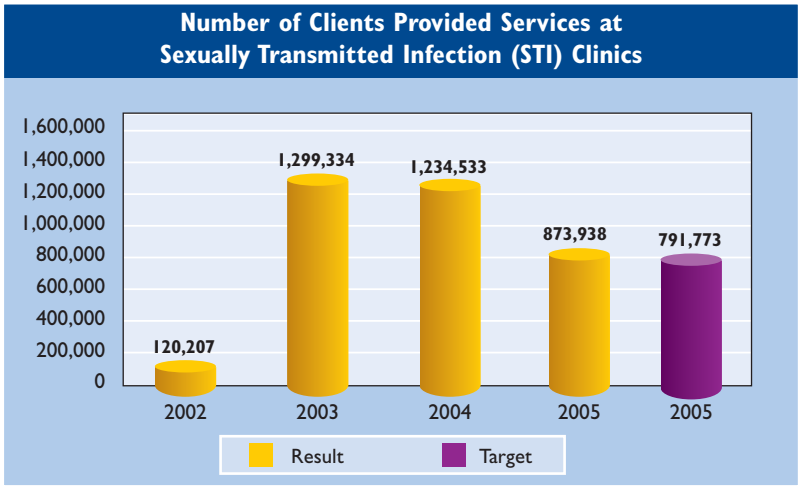
All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

II. RESOURCES INVESTED





III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

A driver in Senegal teaches fellow truck drivers about the risks associated with HIV/AIDS. PHOTO: USAID/SENEGAL

ACCESS TO HEALTH IN AFRICA

One of the challenges of low-income people in Africa is to access and pay for health care. The need for quality care is especially acute in rural areas, where many people have to walk miles to the nearest health center. To help face this challenge, a USAID sponsored project in Uganda has supported the design and implementation of a cooperative health system. Partners built a health care system that is paid for and run by the people it serves through cooperative. Plan members include: schools, tea cooperatives, forestry cooperatives, and self-help groups. Plan members make decisions as a group about what services to buy, thereby determining the price of their periodic dues. The concept of health cooperatives was easily understood by Ugandans because of their familiarity with cooperatives in the agricultural and commercial industries in their country. Thus, the popularity of cooperative health plans is growing. In 2003, insurance plans grew from 10 health plans serving 1,500 members to 48 health plans serving 5,000 members. This year, the Church Mission Society has recruited up to 15,000 new clients—mainly from schools and clergy—to this program. Ugandan health officials recognize that the country does not have enough money to support a central health care system so they are now considering using the cooperatives' plans and successes as a model for replication.

A program in Mali to distribute insecticide-treated nets (ITN) to vulnerable populations appears to have had another unexpected—and very positive—effect on USAID's recently launched integrated family health program. Under USAID's ITN initiative, pregnant women enrolling in antenatal care at government of Mali health clinics in certain program areas also receive a heavily subsidized family-size ITN. Parents of children under five who are on track with their scheduled childhood vaccinations also qualify for a highly-subsidized net. All those receiving nets are urged to have their most vulnerable family members, pregnant women and small children, sleep under the nets to help prevent malaria—the number one killer of young children in Mali. Preliminary tracking of clinic health data already appears to show a decline in incidence of malaria cases among targeted net recipients, which clinic personnel attribute to increased use of ITNs. But more unexpectedly, the net distribution activities themselves seem to have had a dramatic impact on health service use with more women signing up for and regularly attending antenatal care and parents showing renewed efforts to fully vaccinate their children. These indirect trends could mean a far greater impact on overall family health than the nets themselves can yield alone. Drawn by the incentive of the nets, many more people are meeting their health care providers face-to-face.

HIV CAMPAIGN REACHES OUT TO YOUTH

Over the past decade, Russia has experienced one of the fastest growing HIV/AIDS epidemics in the world. UNAIDS estimates that a Russian is infected with HIV/AIDS every 12 minutes. By April 2005, around 313,000 cases were officially registered, though estimates put the number of actual cases between one and 1.5 million — one percent of the total population. The epidemic especially targets Russia's youth. Eighty percent of HIV-positive Russians are between the ages of 15 and 29.

In May 2004, USAID, in coordination with the President's Emergency Plan for AIDS Relief, supported the launch of a new HIV education and prevention campaign targeted at Russian youth. The "Be Faithful to Your Love" Internet campaign was created to raise awareness about the risks of HIV infection and to promote healthy sexual habits, including abstinence, condom use, and monogamy among youth over 15 years of age. Special features on the Web site include an interactive game that determines the user's risk of contracting HIV and a series of questions and answers about how the disease is transmitted. During a special "Be Faithful to Your

A poster designed for USAID's HIV awareness campaign tells youth to "Be Faithful to Your Love." SOURCE: USAID/RUSSIA

Love" promotion, visitors with the best answers to the question, "Why do you think you should be faithful to your loved one?" were awarded prizes such as mountain bikes and rollerblades.

During its two-week promotional period, "Be Faithful to Your Love" attracted more than 116,727 visitors. The game was played 12,138 times, and 7,500 young people answered questions. Users also asked more than 400 questions of Dr. Pertsev—a virtual doctor who gives advice and answers questions about HIV/AIDS and provides referrals for professional help and testing facilities. Administrators continue to monitor the Web site's chat rooms and review e-mail comments, using this information to adapt USAID's other HIV education programs so they effectively appeal to Russian youth.

PROVIDING ECOLOGICAL LIVELIHOODS IN HONDURAS

In the Taulabe, Comayagua region of Honduras, small sugar processors make a product called rapadura, a hard brown sugar that is sold in the local market. Traditionally, sugar cane processors had burned firewood as their primary source of fuel, however, firewood was becoming increasingly scarce. Processors shifted to the burning of old tires for fuel, causing environmental pollution, a low quality product, and serious health hazards to those who tend the fires and nearby communities.

USAID's Farmer to Farmer program, working with Partners of the Americas, linked Vermont maple sugar makers with the Honduran sugar processors to find an appropriate technical solution to a serious local problem. The Honduras Ecological Sugar Project aims to improve sugar processing methods, reduce contaminants, eliminate the need to use tires as fuel, and improve the quality of the final product in an environmentally sustainable way. Moreover, the project transfers marketing concepts and techniques for increasing the return on sugar, while diversifying into value-added sugar products.

Through an innovative adaptation of maple sugar technology, Farmer to Farmer volunteers from Vermont constructed an improved evaporator that replaces the flat bottom pans with a more efficient flue pan. This new technology uses sugar cane fiber as fuel. Since this is the organic waste from the plant itself, it helps improve processing in an environmentally sustainable way. Product quality was also improved by reducing the introduction of contaminants though simple technologies that protected cane juice from press lubricants. Between the flue pan and an improved quality of the cane juice, a high quality sugar cane product was produced without the need to burn tires.

Significant progress has been made for small-scale sugar producers and the community in Taulabe. There is a decreased demand for scarce firewood and a dramatic reduction in the amount of rubber tires being burned for sugar processing. More efficient and cost-effective sugar production methods, and improving business practices have made the small producers more competitive in local markets. Other economic impacts include the identification of niche markets for ecologically-produced sugar and the production of value-added products such as granulated sugar, cane syrup, and hard candy, allowing for diversification and broader market exposure. The community at large has greatly benefited since the municipality of Taulabe approved an ordinance banning tire burning, as evidence of the new system's economic viability continues to grow.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 6			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	3	Number of Targets Met	20
Number of Program Goals	8	Number of Targets Not Met	8
Number of Indicators	29	Number with Data Lags	1

PERFORMANCE GOAL #1

Improved Global Health, Including Child, Maternal, and Reproductive Health, and the Reduction of Abortion and Disease, Especially HIV/AIDS, Malaria, and Tuberculosis

PROGRAM GOAL: INFECTIOUS DISEASES		
Increased use of proven interventions to reduce the threat of infectious diseases of major public health importance.		
Performance Indicator #1: Tuberculosis Treatment Success Rate (%) (37 Countries)		
FY RESULTS HISTORY	**2002**	Tuberculosis (TB) Treatment Success Rate: Less than 50%: 0; 50-84%: 27; 85% or more: 9.
	2003	Result data on the 2003 treatment success rate will be reported in the World Health Organization (WHO) Global TB report for 2006. As TB treatment takes six to eight months, there is a longer lag in the reporting of treatment success to WHO than there is in reporting case detection.
	2004	Result data on the 2003 treatment success rate will be reported in the WHO Global TB report for 2006. As TB treatment takes six to eight months, there is a longer lag in the reporting of treatment success to WHO than there is in reporting case detection.
FY 2005 Data	**2005 Preliminary or Provisional Results**	TB Treatment Success Rate: Less than 50%: 0; 50-84%: 25; 85% or more: 12.
	Target	TB Treatment Success Rate: Less than 50%: 0; 50-84%: 25; 85% or more: 12.
	Rating	**On Target**
	Impact	USAID assistance has directly contributed to important advances in the control of TB through the directly observed treatment short-course strategy.

PROGRAM GOAL: INFECTIOUS DISEASES *(continued)*		
Performance Indicator #2: Case Detection Rate for Tuberculosis		
FY RESULTS HISTORY	**2002**	Case Detection Rate for TB: Less than 40%: 16; 40-69%: 14; 70% or more: 7.
	2003	Case Detection Rate for TB: Less than 40%: 13; 40-69%: 15; 70% or more: 7.
	2004	N/A
FY 2005 Data	**2005 Preliminary or Provisional Results**	Case Detection Rate for TB: Less than 40%: 15; 40-69%: 15; 70% or more: 7.
	Target	Case Detection Rate for TB: Less than 40%: 11; 40-69%: 18; 70% or more: 8.
	Rating	**On Target**
	Impact	Case detection rate: Of the 18 highest priority USAID countries, 14 have increased case detection. The average case detection rate is 45 percent in these USAID-assisted countries, slightly higher than the global average of 43 percent. In two of the most populated high-burden countries, USAID has contributed to significant increases in case detection. In two provinces of Indonesia, where USAID is the primary funder, case detection increased from 17 percent in 2002 to nearly 30 percent in 2003, a nearly 80 percent increase. In 2002 to 2003, in Nigeria, case detection increased from 15 percent to 20 percent, a 53 percent increase.
Performance Indicator #3: Percentage of Households in Malaria Endemic Areas with at Least One Insecticide-Treated Net (ITN Coverage Rate)		
FY RESULTS HISTORY	**2002**	ITN Coverage Rate: N/A (new indicator in FY 2004)
	2003	ITN Coverage Rate: N/A (new indicator in FY 2004)
	2004	ITN Coverage Rate: 7 percent.
FY 2005 Data	**2005 Preliminary or Provisional Results**	ITN Coverage Rate: 23.57 percent.
	Target	ITN Coverage Rate: 45 percent.
	Rating	**Below Target**
	Impact	ITNs are an important component of an overall strategy to control malaria, especially for children, which results in a 20 percent decrease in deaths.

PROGRAM GOAL: INFECTIOUS DISEASES *(continued)*		
Performance Indicator #4: Number of People Receiving HIV/AIDS Treatment in the 15 Emergency Plan Focus Countries		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	155,000 adults and children.
FY 2005 Data	**2005 Preliminary or Provisional Results**	235,000 men, women, and children (as of 3/21/2005).
	Target	470,000 men, women, and children.
	Rating	**Below Target**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development—that each generation do better than the one before. HIV/AIDS treatment mitigates the consequences of HIV/AIDS by dramatically improving health and therefore productivity. With every person receiving treatment, life is extended, families are held intact, and nations move forward with development.

Crimea Medical College students review brochures before watching a theatrical musical show on HIV/AIDS stigma and discrimination, sponsored by USAID. PHOTO: ARVIDAS SHEMETAS, USAID/KYIV

PROGRAM GOAL: INFECTIOUS DISEASES *(continued)*		
Performance Indicator #5: Estimated Number of HIV Infections Prevented in the 15 Emergency Plan Focus Countries		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	120,000,000 people reached using targeted abstinence and "Be Faithful" campaigns and teaching correct condom use.
FY 2005 Data	**2005 Preliminary or Provisional Results**	Prevalence data released by UNAIDS in 2003 indicates that prevalence ranges from a low of 0.4 percent in Vietnam to a high 37.7 percent in Bostswana. The 2003-2004 baseline prevalence information will be available at the end of CY 2005. By the end of CY 2006 results will be collected for the CY 2005-CY 2006 timeframe. This data will be compared to the baseline data to measure infections averted and will be available at the end of CY 2007.
	Target	Final target will be presented in the FY 2005 PAR Addendum in April 2006.
	Rating	■ **Final results will be presented in the FY 2005 PAR Addendum available April 2006.**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development—that each generation do better than the one before. Preventing HIV infections will dramatically decrease burdens of disease on individuals, families, and nations.
Performance Indicator #6: Number of People Receiving HIV/AIDS Care in the 15 Focus Countries		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	1,727,000 adults and children.
FY 2005 Data	**2005 Preliminary or Provisional Results**	2,009,259 adults and children (June 2005).
	Target	2,600,000 adults and children.
	Rating	■ **On Target**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development —that each generation do better than the one before. Care for people infected and affected by HIV/AIDS, including orphans, mitigates the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.

PROGRAM GOAL: INFECTIOUS DISEASES *(continued)*		
Performance Indicator #7: Number of Clients Provided Services at Sexually Transmitted Infection (STI) Clinics		
FY RESULTS HISTORY	**2002**	120,207 total clients.
	2003	1,299,334 total clients.
	2004	1,234,533 total clients.
FY 2005 Data	**2005 Preliminary or Provisional Results**	873,938 total clients.
	Target	791,773 total clients.
	Rating	**Exceeded Target**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development—that each generation do better than the one before. Care for people infected and affected by HIV/AIDS, including orphans, mitigates the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.
Performance Indicator #8: Number of Orphans and Other Vulnerable Children Receiving Care/Support Services Through USAID-Assisted Programs		
FY RESULTS HISTORY	**2002**	327,636 orphans and vulnerable children.
	2003	490,490 orphans and vulnerable children.
	2004	393,154 orphans and vulnerable childrenl.
FY 2005 Data	**2005 Preliminary or Provisional Results**	390,000 orphans and vulnerable children.
	Target	389,382 orphans and vulnerable children.
	Rating	**On Target**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development—that each generation do better than the one before. Care for people infected and affected by HIV/AIDS, including orphans, mitigates the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.

PROGRAM GOAL: INFECTIOUS DISEASES *(continued)*		
Performance Indicator #9: Number of HIV-infected Pregnant Women Receiving a Complete Course of Anti-Retroviral (ARV) Prophylaxis to Reduce the Risk of Mother-to-Child Transmission (MTCT) in USAID-Assisted Sites		
FY RESULTS HISTORY	**2002**	6,618 pregnant women.
	2003	10,841 pregnant women.
	2004	2,727 pregnant women.
FY 2005 Data	**2005 Preliminary or Provisional Results**	4,366 pregnant women.
	Target	4,366 pregnant women.
	Rating	**On Target**
	Impact	With its severe social, economic, and political consequences, HIV/AIDS presents a security threat and violates a basic principle of development—that each generation do better than the one before. Care for people infected and affected by HIV/AIDS, including orphans, mitigates the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.

PROGRAM GOAL: MATERNAL AND REPRODUCTIVE HEALTH		
Reduce unintended pregnancy; promote healthy reproductive behavior; and enhance maternal survival, health, and nutrition.		
Performance Indicator #1: Total Fertility Rate (TFR)		
FY RESULTS HISTORY	**2002**	TFR: 4.3
	2003	TFR: 4.3
	2004	TFR: 4.2 preliminary
FY 2005 Data	**2005 Preliminary or Provisional Results**	TFR: 4
	Target	TFR declines in aggregate across recipient countries with trend data.
	Rating	**On Target**
	Impact	TFR illustrates overall trends in family size. USAID programs reduce unintended pregnancy; promote healthy reproductive behavior; and enhance maternal survival, health, and nutrition.

PROGRAM GOAL: MATERNAL AND REPRODUCTIVE HEALTH *(continued)*		
Performance Indicator #2: Percent of Live Births Attended by Skilled Birth Attendants		
FY RESULTS HISTORY	2002	47.1 percent
	2003	48.0 percent
	2004	48.8 percent
FY 2005 Data	2005 Preliminary or Provisional Results	49.6 percent (extrapolated)
	Target	49.2 percent
	Rating	**On Target**
	Impact	Attendance at labor and delivery by a trained person with the skills to recognize the first signs of complications, initiate treatment, and facilitate referral is a key component of safe motherhood programs. Given that measuring maternal mortality trends is not possible on an annual basis, attendance by a skilled birth attendant is the best proxy indicator for determining maternal mortality trends.
Performance Indicator #3: Modern Contraceptive Prevalence Rate (Global)		
FY RESULTS HISTORY	2002	33.6 percent
	2003	34.7 percent
	2004	36.0 percent
FY 2005 Data	2005 Preliminary or Provisional Results	37.0 percent
	Target	39.4 percent
	Rating	**Below Target**
	Impact	Use of modern contraception is a principal proximate determinant of fertility. As contraceptive use increases, fertility tends to decrease as do abortion rates.
Performance Indicator #4: Percent of Births Spaced More Than Three Years Apart		
FY RESULTS HISTORY	2002	46.0 percent
	2003	46.8 percent
	2004	47.7 percent
FY 2005 Data	2005 Preliminary or Provisional Results	48.5 percent
	Target	45.9 percent
	Rating	**Exceeded Target**
	Impact	Longer birth intervals are associated with better health outcomes for both mothers and infants.

PROGRAM GOAL: MATERNAL AND REPRODUCTIVE HEALTH *(continued)*		
Performance Indicator #5: Percent of First Births to Mothers Under 18		
FY RESULTS HISTORY	2002	24.2 percent
	2003	23.9 percent
	2004	23.6 percent
FY 2005 Data	2005 Preliminary or Provisional Results	23.3 percent
	Target	24.1 percent
	Rating	Below Target
	Impact	Young maternal age is associated with poorer health outcomes for mothers and infants.
Performance Indicator #6: Percent Need Satisfied with Modern Contraceptive Methods		
FY RESULTS HISTORY	2002	48.1 percent
	2003	49.5 percent
	2004	52.4 percent
FY 2005 Data	2005 Preliminary or Provisional Results	51.0 percent
	Target	67.8 percent
	Rating	Below Target
	Impact	Increases in the percentage of need satisfied indicate that women are increasingly able to achieve the number and spacing of children that they desire.
Performance Indicator #7: Percent of Births Parity 5 or Higher		
FY RESULTS HISTORY	2002	26.1 percent
	2003	25.6 percent
	2004	25.2 percent
FY 2005 Data	2005 Preliminary or Provisional Results	24.7 percent
	Target	24.1 percent
	Rating	On Target
	Impact	High parity births are associated with poorer health outcomes for infants.

PROGRAM GOAL: CHILD HEALTH		
Infant and child survival, health, and nutrition improved.		
Performance Indicator #1: Under-Five Mortality Rate		
FY RESULTS HISTORY	2002	Under-Five Mortality Rate (2000): 91/1,000
	2003	Under-Five Mortality Rate (2002): 89/1,000
	2004	87/1,000
FY 2005 Data	2005 Preliminary or Provisional Results	85/1,000
	Target	86/1,000
	Rating	On Target
	Impact	Survival of children under age five is one of the most important indicators of a population's overall well being. Continued, although slow, progress in child survival indicates the success of investment by USAID, countries, and other partners in direct interventions in child health, such as immunization and improved nutrition, combined with the effects of poverty alleviation, education (especially for women and girls), increased food security, and other development interventions. For every additional child who survives through these program investments, hundreds more leave their childhood healthier, better nourished, and more able to reach their own potential and contribute to their country's progress.
Performance Indicator #2: Neonatal Mortality Rate		
FY RESULTS HISTORY	2002	Neonatal Mortality Rate (1997-2002): 34/1,000
	2003	Neonatal Mortality Rate (1997-2002): 34/1,000
	2004	Neonatal Mortality Rate (1997-2002): 34/1,000
FY 2005 Data	2005 Preliminary or Provisional Results	Neonatal Mortality Rate (1997-2002): 35/1,000 (extrapolated)
	Target	33/1,000
	Rating	Exceeded Target
	Impact	Neonatal mortality contributes to more than one-third of child deaths. Yet, little has been done to improve newborn care and neonatal mortality trends have stagnated. With the USAID-supported publications of the Lancet neonatal series and the World Health Report in 2005, there is now a global momentum to strengthen newborn care interventions which, when scaled up, can reduce neonatal mortality even where health systems are weak. This new global awareness has recently stimulated many government and USAID Missions to develop new neonatal programs. However, the impact of these new programs on newborn mortality is not yet able to be seen in global averages.

PROGRAM GOAL: CHILD HEALTH *(continued)*		
Performance Indicator #3: Underweight for Age Among Children Under Five		
FY RESULTS HISTORY	**2002**	No Data Available.
	2003	28 percent
	2004	27 percent
FY 2005 Data	**2005 Preliminary or Provisional Results**	27 percent
	Target	27 percent
	Rating	**On Target**
	Impact	The proportion of young children beneath the normal range of weight for their age is a basic indicator of child nutritional status. USAID combines promotion of breastfeeding—a vital source of nutrition and protection against diseases—with improved young child feeding and prevention of the malnourishing effects of child illness. The slow but positive global trend in child nutrition is a strong reflection of the impact of health and other program investments in improving the well being of children, and also contributes to lower risk of severe illness and death from infectious diseases. As part of its work to control the HIV/AIDS epidemic, USAID has worked closely with UNICEF, the World Health Organization (WHO), and other partners to promote safe infant feeding, including exclusive breastfeeding, in populations where HIV infection is highly prevalent.
Performance Indicator #4: Percentage of Children with Diphtheria, Pertussis, and Tetanus (DPT3) Coverage		
FY RESULTS HISTORY	**2002**	59 percent
	2003	59 percent
	2004	60 percent
FY 2005 Data	**2005 Preliminary or Provisional Results**	60 percent
	Target	60 percent
	Rating	**On Target**
	Impact	Immunization is one of the most fundamental and cost-effective child health interventions. In developing countries, immunization saves millions of children from the health-impairing and often life-threatening effects of diseases like measles, whooping cough, tetanus, and polio.

PROGRAM GOAL: CHILD HEALTH *(continued)*		
Performance Indicator #5: Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy (ORT)		
FY RESULTS HISTORY	**2002**	60 percent
	2003	60 percent
	2004	60 percent
FY 2005 Data	**2005 Preliminary or Provisional Results**	59 percent
	Target	61 percent
	Rating	**Below Target**
	Impact	Since the development of ORT through USAID-supported research in the 1970s, this simple treatment has saved millions of child deaths from the dehydrating effects of the diarrheal illnesses that are common in poor countries. However, with focus shifting to HIV/AIDS and other health problems, ORT is receiving less attention from partners and countries. As a result, in 2005 several large countries, including Nigeria, Kenya, Philippines, and Indonesia, had declines in ORT use, bringing the global average down. USAID has engaged UNICEF and WHO agents to address this decline.

Baby receiving shot in Thailand. PHOTO: USAID/ANE

PERFORMANCE GOAL #2
Partnerships, Initiatives, and Implemented International Treaties and Agreements that Protect the Environment and Promote Efficient Energy Use and Resource Management

PROGRAM GOAL: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT		
Reform bilateral and multilateral processes and institutions to focus efforts on key sustainable development issues (water, energy, and domestic good governance; education; agriculture; environment; and economic growth) and on implementation of sustainable development practices.		
Performance Indicator #1: Number of People in Target Areas With Access to Adequate Safe Water Supply and/or Sanitation That Meets Sustainability Standards		
FY RESULTS HISTORY	**2002**	N/A (new indictor in FY 2003)
	2003	■ 3,050,635 people in target areas with improved access to adequate safe water supply and/or sanitation that meets sustainability standards. ■ 57,436 integrated water resources management (IWRM) governance groups established.
	2004	■ 10,810,722 people in target areas with improved access to adequate safe water supply. ■ 11,104,271 people in target areas with access to sanitation that meets sustainability standards. ■ 60,512 IWRM governance groups established.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 11,307,377 people in target areas with improved access to adequate safe water supply. ■ 10,570,046 people in target areas with access to sanitation that meets sustainability standards. ■ 62,635 IWRM governance groups established.
	Target	25,000,000 people in target areas with improved access to adequate safe water supply and access to sanitation that meets sustainability standards.
	Rating	■ **Below Target**
	Impact	Adequate and Safe Water Supply: Results will accelerate and expand international efforts to achieve the UN Millennium Development Goals and implement the Johannesburg Plan of Implementation, including halving, by 2015, "the proportion of people who are unable to reach or afford safe drinking water." Adequate and Safe Sanitation: Results will accelerate and expand international efforts to achieve the UN Millennium Development Goals and implement the Johannesburg Plan of Implementation including halving, by 2015, "the proportion of people without access to basic sanitation."

PROGRAM GOAL: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT *(continued)*		
Performance Indicator #2:Number of People with Adequate Access to Modern Energy Services		
FY RESULTS HISTORY	**2002**	N/A (new indictor in FY 2003)
	2003	4,765,923 people with access to modern energy services.
	2004	5,140,411 people with access to modern energy services.
FY 2005 Data	**2005 Preliminary or Provisional Results**	5,414,180 people with access to modern energy services.
	Target	5,000,000 people with access to modern energy services.
	Rating	**Exceeded Target**
	Impact	Access to affordable, reliable, clean, and efficient services is essential to breaking the cycle of poverty and achieving sustainable development and economic growth. These expanded services have contributed to improved health care, promoted micro-enterprise development, and improved agricultural productivity.

PROGRAM GOAL: COASTAL AND MARINE RESOURCES		
Develop, negotiate, and implement initiatives, treaties, and agreements to better protect both living and non-living marine resources and promote sustainable development.		
Performance Indicator #1: Hectares of Coastal and Marine Ecosystems Under Management		
FY RESULTS HISTORY	**2002**	N/A (new indictor in FY 2003)
	2003	36,618,897 hectares
	2004	36,718,897 hectares
FY 2005 Data	**2005 Preliminary or Provisional Results**	36,818, 897 hectares
	Target	36,818, 897 hectares
	Rating	**On Target**
	Impact	Both the quantity and quality of conservation efforts are important in ensuring that natural resources are preserved and well managed.

PROGRAM GOAL: COASTAL AND MARINE RESOURCES *(continued)*		
Performance Indicator #2: Number of Coastal and Marine Policies, Laws, or Regulations Developed, Adopted, and Implemented		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	49 policies, laws, or regulations.
	2004	63 policies, laws, or regulations.
FY 2005 Data	**2005 Preliminary or Provisional Results**	68 policies, laws, or regulations.
	Target	68 policies, laws, or regulations.
	Rating	**On Target**
	Impact	Conservation policies, laws, and regulation provide a crucial foundation for securing both the commitment to and enforcement of conservation of natural resources.

PROGRAM GOAL: CONSERVATION OF BIOLOGICAL DIVERSITY, PROTECTED AREAS, FORESTS, AND OTHER NATURAL RESOURCES		
Promote economic development, alleviate poverty, and improve local governance by improving conservation and management of the world's natural protected areas.		
Performance Indicator #1: Biodiversity Conservation and Natural Resource Management		
FY RESULTS HISTORY	**2002**	40,900,997 hectares under improved management.
	2003	■ 26,655,591 hectares under approved management for biodiversity conservation. ■ 197,888,892 hectares under sustainable forest management.
	2004	■ 51,834,573 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural and natural landscapes). ■ 19,101,701 hectares under increased conservation and sustainable management of forest ecosystems. ■ 83: Number of targeted conservation areas implementing approved management plans as a result of USAID assistance.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 52,374,972 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural and natural landscapes). ■ 25,104,242 hectares under increased conservation and sustainable management of forest ecosystems. ■ 94: number of targeted conservation areas implementing approved management plans as a result of USAID assistance.
	Target	■ 52,500,000 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural and natural landscapes). ■ 28,000,000 hectares under increased conservation and sustainable management of forest ecosystems. ■ 80: number of targeted conservation areas implementing approved management plans as a result of USAID assistance.
	Rating	**Below Target**
	Impact	Biodiversity conservation and sound natural resource management promote improved human well being by protecting valuable genetic resources and ecosystems, and expanding enterprise and employment opportunities from the sustainable production of natural products and environmental services. In addition, they contribute to equitable natural resources governance, and mitigate conflict over resources.

PROGRAM GOAL: GLOBAL CLIMATE CHANGE		
Implement the President's new approach to climate change and energy technologies.		
Performance Indicator #1: Status of Bilateral Regional and Global Climate Change Partnerships and Initiatives		
FY RESULTS HISTORY	**2002**	■ Partnerships announced with India. ■ The Agency implemented climate-related activities with a total budget of $174 million in 55 bilateral country missions, regional programs, and central offices. 3.8 million metric tons of CO2 equivalent emissions were avoided and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
	2003	■ Initiated partnerships with Russia, Mexico, and South Africa. Continued exploratory discussions with Kazakhstan and Brazil. Results were consistent with 2002 timelines, and existing partnerships were reviewed. ■ The Agency implemented climate-related activities with a total budget of $207 million in 55 bilateral country missions, regional programs, and central offices. Four million metric tons of CO2 equivalent emissions were avoided and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.
	2004	■ Built support among developing countries for U.S. positions on science, technology, and adaptation under the UN Framework Convention on Climate Change. ■ Worked together with bilateral partners to convene an Asian regional workshop on climate and energy in order to foster a regional dialogue on the nexus of climate and energy issues. ■ Established new additional bilateral climate change partnerships with Brazil. ■ The Agency implemented climate-related activities with a total budget of $189 million in 49 bilateral country missions, regional programs, and central offices. Five million metric tons of CO2 equivalent emission were avoided, and 127 million hectares/year were added for activities that promote carbon storage and/or protect carbon sinks.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Established partnerships and advanced relationships with additional targeted countries or regions. ■ Convened a second Asian workshop on climate and energy, working in collaboration with a number of bilateral partners as well as the Asia-Pacific Economic Cooperation (APEC).
	Target	■ Established partnerships and advanced relationships with additional targeted countries or regions. ■ Convene a second Asian workshop on climate and energy, working in collaboration with a number of bilateral partners as well as the APEC.
	Rating	**On Target**
	Impact	The Global Climate Change team has been successful in ensuring USAID mission priorities and strategic objectives were incorporated into at least six U.S. government bilateral agreements on climate change, thus furthering U.S. climate change policy.

PERFORMANCE GOAL #3
Broader Access to Quality Education with Emphasis on Primary School Completion

PROGRAM GOAL: IMPROVED ACCESS TO QUALITY EDUCATION		
Including early childhood, primary, secondary, adult, higher education, and workforce development programs.		
Performance Indicator #1: Number of Learners Completing Basic Education in Programs Sponsored by USAID		
FY RESULTS HISTORY	**2002**	■ 14,163,038 children enrolled in primary education programs supported by USAID.
	2003	■ 22,317,204 children enrolled in primary education programs supported by USAID. ■ 1,799,066 children enrolled in primary school. ■ 101,756 children completing primary school.
	2004	■ 21,279,734 students enrolled in primary school. ■ 1,751,298 students completing primary school. ■ 84,494 adult learners completed basic education.
FY 2005 Data	**2005** Preliminary or Provisional **Results**	■ 23,319,352 students enrolled in primary school. ■ 2,252,753 students completing primary school. ■ 80,750 adult learners completing basic education.
	Target	■ 22,000,000 students enrolled in primary school. ■ 2,000,000 students completing primary school. ■ 90,000 adult learners completing basic education.
	Rating	**On Target**
	Impact	USAID supports basic education programs and activities in 54 countries of which 42 have basic education as a strategic objective.

Macedonia's SEEU Graduation: South East Europe University's first 350 graduates are pioneers who enrolled in Macedonia's bold experiment in higher education—a private, multi-national, multi-lingual university. SEEU currently has 5,000 students. USAID is the largest donor having contributed some $20 million to date.
PHOTO: CECILE SUN

PROGRAM GOAL: IMPROVED ACCESS TO QUALITY EDUCATION *(continued)*		
Performance Indicator #2: Capabilities in Higher Education and Workforce Development Programs Sponsored by USAID		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	■ 528 host country institutions gain increased management capacity through partnership programs. ■ 207 higher education institutional programs, policies, and curricula adapted to the needs of sustainable development.
	2004	■ 550 host country institutions gain increased management capacity through partnership programs. ■ 220 higher education institutional programs, policies, and curricula adapted to the needs of sustainable development. ■ 78,289 persons trained through workforce development programs.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 575 host country institutions gain increased management capacity through partnership programs. ■ 235 higher education institutional programs, policies, and curricula adapted to the needs of sustainable development. ■ 84,240 persons trained through workforce development programs.
	Target	■ 560 host country institutions gain increased management capacity through partnership programs. ■ 210 higher education institutional programs, policies, and curricula adapted to the needs of sustainable development. ■ 80,000 persons trained through workforce development programs.
	Rating	**On Target**
	Impact	USAID has established more than 275 higher education partnerships in 69 developing countries over the past four to five years. These partnerships have promoted sustainable development in the following sectors: agriculture, agribusiness, animal science, community development, democracy and governance, public policy, law, journalism, economic growth and trade, education, environment, natural resources management, distance education, Internet and communication technology, population, health, nutrition, and workforce and entrepreneurial development.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) Evaluation of the Leadership Development Program for the Ministry of Health, Nicaragua (2001 – 2003) (link: *http://www.dec.org/pdf_docs/PDACA372.pdf*)

2) Evaluation of REDSALUD and USAID/DR strategic support to reform of the Dominican health sector (link: *http://www.dec.org/pdf_docs/PDACA459.pdf*)

3) Djibouti Workforce Development and Competitiveness Study, USAID/EDC, March 2004

4) "Generations of Quiet Progress: The Development Impact of U.S. Long-Term University Training on Africa from 1963 to 2003," EGAT/ED and Aguirre International, September 2004

STRATEGIC GOAL 7: HUMANITARIAN RESPONSE

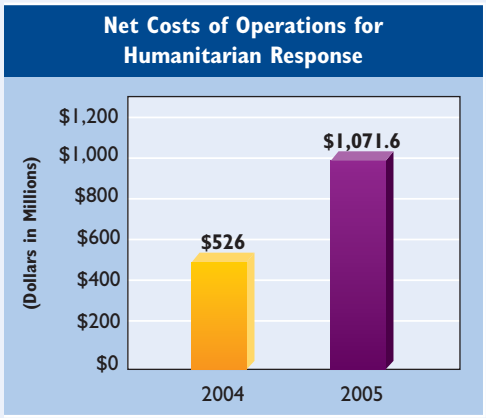
Minimize the Human Costs of Displacement, Conflicts, and Natural Disasters

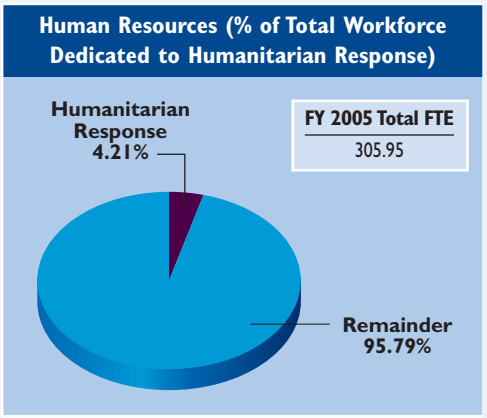
I. PUBLIC BENEFIT

The United States' commitment to humanitarian response demonstrates the country's compassion for victims of armed conflict, landmines, forced migration, human rights violations, widespread health and food insecurity, and other threats. The strength of this commitment derives from both the United States' common humanity and responsibility as a global leader. In addition to saving lives and alleviating human suffering, humanitarian programs support the objectives of the U.S. National Security Strategy by addressing crises with potential regional (or even global) implications, fostering peace and stability, and promoting sustainable development and infrastructure revitalization.

Through USAID efforts, the United States is the leader in international efforts to prevent and respond to humanitarian crises. It provides substantial resources and guidance through international organizations and NGOs for worldwide humanitarian programs, with the objective of increasing access to protection, promoting burden-sharing, and coordinating funding and implementation strategies. USAID's leadership and humanitarian support to disasters and complex emergencies provide a positive standard for the donor community and hope for a better future for the people suffering as a result of natural or manmade disasters.

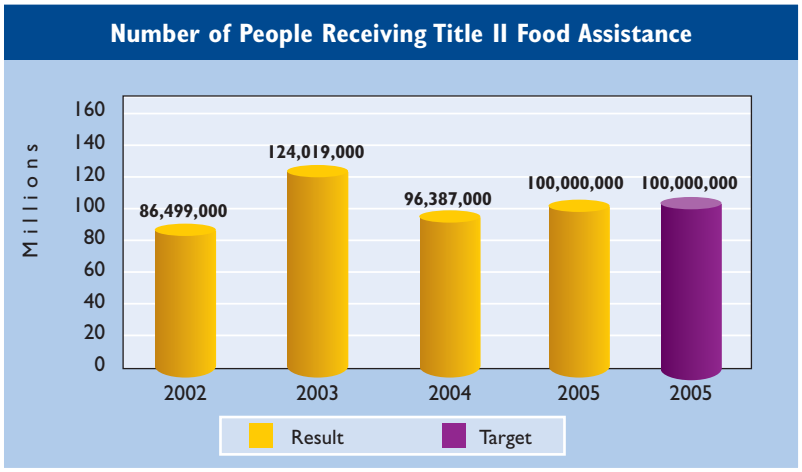
II. RESOURCES INVESTED





All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

ASIAN TIDAL WAVE KILLS 150,000

A post-Christmas earthquake and tidal wave killed at least 150,000, injured 500,000, and left millions homeless in Indonesia, Sri Lanka, India, and Thailand, setting off an immediate USAID relief effort.

Within hours of the tidal waves, USAID set up and dispatched a 21-member Disaster Assistance Response Team (DART) to quickly assess needs and help with sanitation, health, and other kinds of relief supplies. DART soon added 20 search and rescue specialists from Los Angeles and Fairfax, VA county fire departments.

In recent years, USAID and the wider foreign aid community have accepted that the best way to move people toward independent lives after a disaster is to help them rebuild. "So a lot of U.S. aid is to provide people with livelihoods," said Ken Isaacs, head of the Office of Foreign Disaster Assistance (OFDA), "such as jobs cleaning up debris and fixing roads in exchange for pay."

About 150 USAID staff from missions in affected countries worked on tsunami relief. Another 50 members of DART continued to assess needs and supply quick funding to relief projects.

As time went by, more of the U.S. aid effort shifted from relief to reconstruction from OFDA to the Bureau for Asia and the Near East (ANE), which has the benefit of established missions in Indonesia and Sri Lanka, the countries most in need of help. Thailand and India have largely been able to cope with relief on their own.

A young Indonesian boy watches the humanitarian relief efforts at Sultan Iskandar Muda Air Force Base in Banda Aceh, Indonesia.
PHOTO: JACOB J. KIRK, U.S. NAVY

FOOD RUSHED TO NIGER, OTHER AFRICAN COUNTRIES

After drought and a wave of locusts left parts of Niger and its neighbors short of food, USAID and other aid agencies moved supplies to the region in August to avert hunger. At the same time, even larger aid shipments were being readied for food crises in the Horn and southern Africa.

USAID sent DART to Niger to assess the situation there and in surrounding countries.

About $133.9 million in U.S. food aid has already been provided in 2005 for the 65 million people in the Sahel, which extends from West Africa to Chad and Sudan. Niger alone has already received $18.9 million in aid.

As early as January 21, USAID's Famine Early Warning System Network (FEWS NET) sounded the alarm on Niger, warning that food stocks were running out. After additional warnings in February and March, FEWS NET declared an emergency on June 15, noting deteriorating conditions and "extreme food insecurity." It concluded that 2.5 million people in Niger would need emergency assistance.

The food emergency was in part heightened after a BBC report in which the word "famine" was used. The fear of famine, coupled with regional trade restrictions, led neighboring countries to sharply curtail exports of food and prompted merchants to increase prices.

At the same time, the hunger season set in earlier than usual, forcing Niger's rural residents to head for the towns after their crops failed and their livestock died. There they found shops flush with food, but at prices beyond their means.

USAID chartered jumbo planes to airlift high-energy food to feed thousands of the country's malnourished children.

PHOTO: ALEXANDRA RIBOUL, USAID/DCHA

Emergency food shipments soon began to pour into Niger. On August 5, USAID airlifted 206 metric tons of special, high-nutrient food supplements to Niger to treat 34,000 children through UNICEF. Another 16,000 tons of food had already been sent. In 2004, to fight locusts, USAID provided $10 million to the region.

The food shortages in the Sahel region are likely to be dwarfed by larger crises in other parts of Africa in 2005.

In August USAID sent an additional 73,500 tons of food to southern Africa through the UN World Food Program (WFP). The bulgur wheat, cornmeal, sorghum, vegetable oil, peas, and beans will sustain approximately five million to six million people for one month, and is valued at $51.8 million.

This donation brings U.S. food assistance to southern Africa this year to 143,000 tons.

The United States has delivered more than one million tons of food since 2002, including this contribution, and is the biggest donor to WFP's operations in southern Africa. WFP is currently appealing to the international community for $410 million to feed eight million people until the spring harvest in March 2006.

USAID LAUNCHES SYSTEM FOR DETERMINING HUMANITARIAN NEEDS

USAID launched an interagency, comprehensive system called the Standardized Monitoring and Assessment of Relief and Transitions (SMART) at the international meeting (June 23, 2005) hosted by UNICEF Executive Director, Ann M. Veneman. The new system is expected to save needless deaths and suffering in emergencies by improving assessment capabilities. "We are pleased to announce a major step forward in understanding of the real needs of populations in crisis situations," said Ms. Veneman in her remarks.

The core component of the system is a new standardized, epidemiological assessment tool for measuring and monitoring death rate, nutritional status, and food security —three data points essential for determining humanitarian need and for measuring the effectiveness of response. In partnership with UNICEF and the Canadian International Development Agency (CIDA), USAID led the

two-year work in research and development with an expert team drawn from several organizations. The assessment tool includes a new analytical software program with a standardized reporting format that is expected to harmonize and reform the humanitarian system. With all humanitarian organizations adopting this standardized tool, it will enable donors to compare need for the first time, and prioritize resources to benefit the most vulnerable people in crises around the world. The SMART method, designed to correct current deficiencies in assessments, will (1) produce accurate data, (2) obtain and report data rapidly in real time, (3) be easy to understand and apply in acute emergencies, and (4) report data in a standard, transparent manner that will give policymakers confidence for decision-making.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 7			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	2	Number of Targets Met	6
Number of Program Goals	2	Number of Targets Not Met	–
Number of Indicators	6	Number with Data Lags	–

PERFORMANCE GOAL #1

Effective Protection, Assistance, and Durable Solutions for Refugees, Internally Displaced Persons, Conflict Victims, and Victims of Natural Disasters

PROGRAM GOAL: HUMANITARIAN ASSISTANCE		
Address the humanitarian needs of refugees, victims of conflict and natural disasters, and internally displaced persons (IDP).		
Performance Indicator #1: Crude Death Rates (CDR)		
FY RESULTS HISTORY	**2002**	USAID convened an international workshop which led to the adoption of the crude mortality rate (CMR)/crude death rate (CDR) (and nutritional status) as a common indicator for all relief organizations and agreement to develop a standardized assessment methodology. This led to international agreement to establish comprehensive shared systems to undertake global monitoring of CDR status in emergency sites.
	2003	The Complex Emergencies Database (CE-DAT) was funded by the Department of State/PRM (population, refugees, and migration) to compile data on CMR, nutrition, and other indicators. Pre-conflict baseline data were collected and established for 89 mortality survey populations in 26 countries.
	2004	CE-DAT was officially launched as an online, publicly accessible data source for mortality, morbidity, and nutrition information. In this first phase, CE-DAT focused on 8 priority countries: Afghanistan, Angola, Democratic Republic of Congo, Ivory Coast, Ethiopia, Iraq, Sierra Leone, Sudan—with detailed human indicator database established for Sudan as a priority because of the Darfur crisis.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ CDR declined or remained stable in two-thirds (2/3) of monitored sites. ■ New baseline established: 23 percent of emergency areas are monitored, with current year data. New FY 2006 target: USAID will ensure 30 percent of emergency areas are monitored. ■ "SMART Methodology Version 1" developed and officially rolled out at the interagency meeting hosted by UNICEF.
	Target	CDR declines or remains stable in two-thirds (2/3) of monitored sites.
	Rating	**On Target**
	Impact	45 emergency sites were surveyed in 15 countries. Of these, previous year data were available for 21 sites which showed that CDR declined in 68 percent of the sties and deteriorated in 31 percent of the sites. FY 2005 CDR was above the threshold of 1/10,000/day in 37 percent of the sites (compared to 40 percent of the sites in FY 2004).

PROGRAM GOAL: HUMANITARIAN ASSISTANCE *(continued)*		
Performance Indicator #2: Nutritional Status of Children Under Five Years of Age		
FY RESULTS HISTORY	**2002**	USAID convened an international workshop which led to the adoption of nutritional status (and CDR) as a common indicator for all relief organizations and agreement to develop a standardized assessment methodology. This led to international agreement to establish comprehensive shared systems to undertake global monitoring of nutritional status in emergency sites.
	2003	Nutrition data compiled for 67 percent of selected conflict sites with CDR data, mostly in the Africa region and countries with protracted emergencies, and Iraq and Afghanistan.
	2004	198 emergency sites surveyed in 22 countries (16 in Africa, four in Asia, one in Middle East, and one in South America).
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Nutritional status improved or remained stable in two-thirds (2/3) of monitored sites. ■ New baseline established: 23 percent of emergency areas are monitored, with current year data. New FY 2006 target: USAID will ensure 30 percent of emergency areas are monitored. ■ "SMART Methodology Version 1" developed and officially rolled out as the community's standardized methodology for assessing global acute malnutrition
	Target	Nutritional status improves or remains stable in two-thirds (2/3) of monitored sites.
	Rating	**On Target**
	Impact	163 emergency sites were surveyed in 23 countries. Where data were available (40 emergency sites), comparison of FY 2005 with FY 2004 data shows that the nutrition situation improved in 13 percent of sites, remained stable in 85 percent of sites, and deteriorated in 2 percent of sites.
Performance Indicator #3: Number of Beneficiaries Assisted by USAID (in millions)		
FY RESULTS HISTORY	**2002**	59.6 million beneficiaries.
	2003	■ 73 million beneficiaries. ■ 16,530 beneficiaries who were torture survivors.
	2004	■ 64,083,897 beneficiaries. ■ 14,881 beneficiaries who were torture survivors. ■ Number of prosthetic devices distributed (baseline year): 707.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ 90,000,000 beneficiaries. ■ 18,101 beneficiaries who were torture survivors. ■ Number of prosthetic devices distributed: 988.
	Target	The number of people served is not the best measure of the performance of humanitarian assistance. USAID does not normally set an overall target number of beneficiaries at the beginning of an emergency, because disaster situations are dynamic. New needs arise while others are alleviated, so it is very difficult if not impossible to know how many people USAID intends to serve at the outset of a given complex emergency or natural disaster. As a result, the "coverage" figure of planned vs. actual beneficiaries is not entirely reliable.
	Rating	**On Target**
	Impact	DCHA/OFDA relief programs reached nearly 100 million beneficiaries, providing a wide range of life-saving and preparedness services.

PERFORMANCE GOAL #2
Improve Disaster Prevention and Response Through Capacity Building in Crisis-Prone Countries

PROGRAM GOAL: PARTNER ACCOUNTABILITY		
Ensure that partners have the appropriate training and support to build local capacity in disaster preparedness and mitigation.		
Performance Indicator #1:Number of People and Number/Percent of Partner Institutions That Received Training and Technical Support		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	N/A (new indicator in FY 2003)
	2004	■ Number of people that received training and technical support: 294,041. ■ Number of partner institutions that received training and technical support: 862. ■ Average percent of USAID partner institutions that received training and technical support: 33 percent.
FY 2005 Data	**2005 Preliminary or Provisional Results**	■ Number of people that received training and technical support: 300,150. ■ Number of partner institutions that received training and technical support: 876. ■ Average percent of USAID partner institutions that received training and technical support: 40 percent.
	Target	■ Number of people that received training and technical support: 300,150. ■ Number of partner institutions that received training and technical support: 876. ■ Average percent of USAID partner institutions that received training and technical support: 40 percent.
	Rating	**On Target**
	Impact	USAID grantees obtained valuable guidance from OFDA field staff and technical experts through the grant application review process. This resulted in improved non-governmental organization (NGO) program design capacity and more refined future submissions.
Performance Indicator #2: Number/Percent of Crisis-Prone Countries That Have Systems to Warn about Shocks and Their Effects on Food Availability/Access by Vulnerable People		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	Nine (45 percent) of USAID-assisted, crisis prone countries have systems to warn of shocks (first year of data collection).
FY 2005 Data	**2005 Preliminary or Provisional Results**	14 (55 percent) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	Target	11 (52 percent) of USAID-assisted, crisis prone countries have systems to warn of shocks.
	Rating	**On Target**
	Impact	It is important to build local capacity to anticipate and respond appropriately to disasters.

PROGRAM GOAL: PARTNER ACCOUNTABILITY *(continued)*		
Performance Indicator #3: Number of Institutions Reconstructed and Rehabilitated (Homes, Water/Sanitation Facilities, Schools, Markets, etc.).		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	First year of data collection. 41,577 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
FY 2005 Data	**2005 Preliminary or Provisional Results**	28,909 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	Target	28,909 buildings (homes, schools, clinics, markets) reconstructed or rehabilitated.
	Rating	**On Target**
	Impact	USAID met the critical shelter needs of many people displaced by conflict or natural disasters around the world.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) Evaluation: USAID/OFDA Humanitarian Assistance Program in Angola 2000-2003

2) United States Agency for International Development, Office of Foreign Disaster Assistance.
Field Operations Guide
http://www.usaid.gov/our_work/humanitarian_assistance/resources/pdf/fog_v4.pdf

USAID supports the construction of approximately 60 rural water and sanitation systems per year in Honduras. The approach includes not only construction of water and sanitation infrastructure, but also community participation to insure sustainability, and health education to bring about changes in health behavior. The presence of potable water in communities and adequate disposal of human waste brings about a decrease in diarrhea and ultimately a decrease in infant and child mortality.
PHOTO: USAID/HONDURAS

HUMANITARIAN ASSISTANCE — BENCHMARK INDICATORS

USAID adopted two benchmark indicators for Humanitarian Assistance in 1999. These are Crude Death Rate (CDR) and Nutritional Status of Children Under-Five. These indicators are useful for monitoring the extent the entire relief system is meeting the needs of populations in crisis, and thus the overall impact of humanitarian effort. They are appropriate for complex humanitarian emergencies, because the response is necessarily system-wide with various partners and other donors of the humanitarian community providing relief. As such, USAID uses these indicators as an overall global monitoring of the situation with its partners, including United Nations (UN) organizations and Private Voluntary Organizations (PVO)/NGOs. The Nutrition Information Crisis Situations (NICS) of the UN Standing Committee on Nutrition (UNSCN) compiled and analyzed nutrition data from all partners and emergency sites, supported by USAID and other donors (see trend analysis below). The Complex-Emergencies Database (CE-DAT) at the Centre for Research on the Epidemiology for Disasters (CRED) undertook a similar reporting on CDR.

NUTRITIONAL STATUS OF CHILDREN UNDER-FIVE

Nutrition trend analysis shows that compared with last year, the situation improved in 13 percent of emergency sites, remained stable in 85 percent of sites, and deteriorated in two percent of sites.

Results:

Results of anthropometric nutrition surveys between June 2004 and June 2005 were analyzed. 163 emergency sites were surveyed in 23 countries (19 African countries, two Asian countries, one country in Middle East, and one country in the Caribbean).

The FY 2005 target of nutritional status remaining stable or improving in two-thirds of emergency sites was met.

The second indicator is the percent of emergency area being monitored, defined as the availability of reliable, updated current year data. Recent consultations with technical partners resulted in the establishment of a new baseline and the setting of new targets which will be reported next year.

For 40 emergency sites, data were available to compare current or FY 2005 prevalence levels with the previous year. This analysis shows that the nutrition situation improved in 13 percent of the sites, remained stable in 85 percent of the sites, and deteriorated in two percent of the sites. Although the situation appears to be stable or improved, the FY 2005 prevalence level of acute malnutrition (wasting) was acceptable in only 22 percent of the sites, according to the World Health Organization (WHO) classification of nutrition status. The rest was poor (27 percent), serious (19 percent) or critical (32 percent). The most critical situations were found among Sudanese refugees and host populations in Chad, Sudanese and Somali refugees in Kenya, resident population of Rift valley North-Eastern provinces in Kenya, among displaced and resident populations in South Sudan and Darfur (although the latest surveys in Darfur showed an improvement of the situation), and among resident populations in Eritrea. USAID will monitor these critical situations closely so that situations will improve, particularly in emergency sites where it provides funding.

CRUDE DEATH RATE (CDR)

Trend analysis shows that compared with last year, the situation improved in 68 percent of emergency sites, and deteriorated in 31 percent of sites.

Results:

Results of mortality surveys between June 2004 and June 2005 were analyzed. Forty-five emergency sites were surveyed in 15 countries (12 African countries, one country in Middle East and two countries in the Latin America and Caribbean (LAC)).

The FY 2005 target of CDR declining or remaining stable in two-thirds of emergency sites was met.

The second indicator is the percent of emergency area being monitored, defined as the availability of reliable, updated current year data. Recent consultations with technical partners resulted in the establishment of a new baseline and the setting of new targets which will be reported next year.

For 21 emergency sites, data were available to compare current or FY 2005 prevalence levels with the previous year. This analysis shows that CDR declined in 68 percent of the sites, and deteriorated in 31 percent of the sites. The FY 2005 CDR was above the threshold of one death/per 10,000 persons/per day in 37 percent of the sites (compared to 40 percent of sites in FY 2004).

USAID is providing support to improve the health of mother and children in mountainous districts of Quang Tri Province, Vietnam.
PHOTO: MICHAEL BISCEGLIE

SUMMARY TABLE 1: NUTRITION SITUATION IN EMERGENCY SITES *(according to surveys conducted between January 2004 and June 2005)*			
Number of emergency sites surveyed	**Severity of the nutrition situation % (no. of sites)[1]**	**Trends in the prevalence of malnutrition compared to the previous year % (no. of sites)**	**Comparison with a Comparative Reference Point (CRP)**
AFRICA			
ALGERIA			
1	Poor: 100% (1)	No data available	No data available
ANGOLA			
4	Poor: 100% (4)	Stable: 100% (2)	No data available
BURUNDI			
1	Acceptable: 100% (1)	Stable: 100% (1)	No data available
CENTRAL AFRICAN REPUBLIC			
1	Poor: 100% (1)	No data available	No data available
CHAD			
12	Serious: 33% (4) Critical: 67% (8) (acute Malnutrition > 20%)	Decrease: 50% (1) Stable: 50% (1)	Possible for 4 sites CRP: surrounding resident population Equal to CRP: 75% Above CRP: 25%
DEMOCRATIC REPUBLIC OF CONGO			
9	Acceptable: 22% (2) Poor: 33% (3) Serious: 45% (4)	Stable: 100% (1)	No data available
ERITREA			
7	Poor: 14%(1) Serious: 57% (4) Critical: 29% (2)	Stable: 75% (3) Decrease: 25% (1)	No data available
ETHIOPIA			
18	Acceptable: 5% (1) Poor: 45% (8) Serious: 17% (3) Critical: 33% (6)	No data available	No data available
GUINEA			
1	Serious: 100% (1)	No data available	No data available
IVORY COAST			
1	Poor: 100% (1)	No data available	CRP: demographic health survey (DHS) 1998/99, Abidjan: Equal to CRP:100%

1. Scale on page 148

(continued on next page)

SUMMARY TABLE 1: NUTRITION SITUATION IN EMERGENCY SITES *(continued)* *(according to surveys conducted between January 2004 and June 2005)*			
Number of emergency sites surveyed	**Severity of the nutrition situation % (no. of sites)[1]**	**Trends in the prevalence of malnutrition compared to the previous year % (no. of sites)**	**Comparison with a Comparative Reference Point (CRP)**
AFRICA *(continued)*			
KENYA			
Refugees from Somalia and Sudan			
1	Critical: 100% (1)	Stable: 100% (1)	CRP: surrounding resident population: Equal to CRP: 100%
Residents			
10	Acceptable: 30% (3) Critical: 70% (7)	Stable: 50% (1) Decrease. 50% (1)	CRP: DHS 2003, by province: Equal to CRP:50% (2) Above CRP: 50% (2)
LIBERIA			
3 Number of emergency sites surveyed	Acceptable: 100% (3) Severity of the nutrition situation % (no. of sites)	No data available Trends in the nutrition situation compared to the previous year % (no. of sites)	No data available Comparison CRP
NIGER			
4	Serious: 50% (2) Critical:50% (2)	No data available	CRP: multiple indicator cluster surveys (MICS) 2000 by region Below CRP: 25% (1) Equal to CRP: 50% (2) Above CRP: 25% (1)
SIERRA LEONE			
1	Poor: 100% (1)	No data available	No data available
SOMALIA			
9	Serious: 44% (4) Critical: 56% (5)	Increase: 100% (1)	No data available
SUDAN			
Darfur region			
18	Acceptable: 6% (1) Poor: 11% (2) Serious: 22% (4) Critical: 61% (11)	Decrease: 50% (1) Stable: 50% (1)	No data available
Southern Sudan			
16	Poor: 12% (2) Serious: 19% (3) Critical: 69% (11)	Stable: 80% (4) Decrease: 20% (1)	No data available
TANZANIA (REFUGEES FROM BURUNDI/DRC)			
13	Acceptable: 23% (3) Poor: 77% (10)	Stable: 100% (13)	No data available

1. Scale on page 148

(continued on next page)

SUMMARY TABLE: NUTRITION SITUATION IN EMERGING SITES *(continued)* *(according to surveys conducted between January 2004 and June 2005)*			
Number of emergency sites surveyed	**Severity of the nutrition situation % (no. of sites)[1]**	**Trends in the prevalence of malnutrition compared to the previous year % (no. of sites)**	**Comparison with a Comparative Reference Point (CRP)**
AFRICA *(continued)*			
UGANDA			
7	Acceptable: 57% (4) Poor: 43% (3)	Stable: 100% (3)	No data available
ZAMBIA (REFUGEES FROM ANGOLA)			
1	Acceptable: 100% (1)	Stable: 100% (1)	DHS 2001/2002 by region Equal to CRP: 100%
MIDDLE EAST			
IRAQ			
1	Acceptable: 100% (1)	No data available	No data available
ASIA			
AFGHANISTAN			
3	Poor: 67% (2) Serious: 33% (1)	Stable: 100% (2)	No data available
INDONESIA (TSUNAMI AFFECTED AREA)			
1	Serious: 100% (1)	No data available	No data available
THE CARIBBEAN			
HAITI			
20	Acceptable: 80% (16) Poor: 20% (4)	No data available	DHS 2000 by department Equal to CRP: 100% (19)

1. Scale on page 148

THEORETICAL BACKGROUND ON THE USE OF NUTRITIONAL STATUS OF CHILDREN UNDER FIVE

Physical growth in childhood is a proxy indicator of the nutritional well being of a population. Typically, weight and height are measured and compared with the average values for the international reference population of well-nourished North American children (the National Center for Health Statistics (NCHS) population). Deviations from the reference population are usually expressed either as standard deviations (also called Z scores) from the reference median, or as a percentage of the reference median. Classification according to Z-scores is recommended by WHO as the more statistically valid method. It should be noted that the Z score and percent of median methods are not statistically equivalent, and therefore results obtained using the different methods are not comparable. Acute malnutrition is defined as weight/height <-2Z scores and/or the presence of oedema. Severe acute malnutrition is defined as weight/height <-3Z scores and/or oedema.

(continued on next page)

Selection of the nutrition data

Nutrition data were taken from surveys, which used a probabilistic sampling methodology, complying with internationally agreed standards.[1,2,3] The following studies were not taken into account:

- those for which the methodology was impossible to check
- those that relied on data collected using convenience sample methodologies
- those for which the methodology was not in agreement with WHO/international standard.

Nutrition data were taken from surveys, which assessed children aged between six to 59 months (65 to 110 cm).

Severity of the nutrition situation compared to standard

The WHO definition was used (WHO, 2000, the management of severe malnutrition in major emergencies, WHO: Geneva)

Severity of the nutrition situation	Prevalence of wasting (acute malnutrition)
Acceptable	< 5%
Poor	5-9%
Serious	10-14%
Critical	>= 15%

However, thresholds have to be used with caution and in relation to contextual analysis. Trend analysis is recommended to follow a situation: if nutrition indicators are deteriorating over time, even if not above the threshold, this indicates a worsening situation.

Comparison with the previous year

Where available, data of the emergency sites were compared to data recorded in the same area in the previous year, taking into account seasonal variation.

Comparison with a Comparative Reference Point (CRP)

Were defined as comparative reference points:

Resident populations

Data of representative surveys at emergency site, regional or national level, carried out at a time when political and climate situation was estimated "normal."

Refugee/displaced population

Data of representative surveys of surrounding resident populations in the same environmental conditions.

CRP could be determined mostly for refugees and displaced populations and for "new crises."

1. WHO (2002) The management of Nutrition in Major Emergencies. Geneva: WHO
2. SMART (2002) *www.smartindicators.org*
3. Médecins sans Frontières (1995) Nutritional guidelines. Paris: Médecins sans Frontières

SUMMARY TABLE 2: CRUDE DEATH RATE (CDR) IN EMERGENCY SITES *(according to surveys conducted between January 2004 and June 2005)*			
Number of emergency sites surveyed	**Severity of the situation % (no. of sites) above standard CDR threshold >1/10,000/day**	**Trends in CDR compared to the previous year % (no. of sites)**	**Significance of comparison**
AFRICA			
ANGOLA			
2	0	Decrease = 100% (2)	Situation improved
BURUNDI			
1	0	-	No previous year data
CENTRAL AFRICAN REPUBLIC			
1	0	-	No previous year data
CHAD			
1	1	-	No previous year data
DEMOCRATIC REPUBLIC OF CONGO			
3	3	Increase = 100% (3)	Situation deteriorated
ETHIOPIA			
1	1	Decrease = 100% (2)	Situation improved
GUINEA			
1	0	-	No previous year data
KENYA			
3	0	Decrease = 100% (1)	Situation improved
LIBERIA			
3	2	Decrease = 100% (1)	Situation improved
SOMALIA			
4	2	-	No previous year data
SUDAN			
12	5	Decrease = 100% (6)	Situation improved
UGANDA			
1	1	Decrease = 100% (1)	Situation improved
ASIA			
AFGHANISTAN			
3	0	Decrease = 33% (1) Increase = 66% (2)	Slight changes in actual rates
THE CARIBBEAN			
HAITI			
8	0	Decrease = 33% (1) Increase = 66% (2)	Slight changes in actual rates

THEORETICAL BACKGROUND

Mortality rates are indicators that are developed from demographic principles and are commonly used to indicate disease severity, health system performance, or the impact of violent events. Mortality rates indicate the probability of dying before a certain age and require a virtual birth cohort that is followed over time and include the true population at risk of dying. Calculation of mortality rates requires more complex methods that are rarely appropriate within a humanitarian context. Confusion has arisen in the past when the humanitarian community, including this report, used the term "mortality" rates for rates calculated for "death" rates. Subsequent to technical consultations during FY 2005 through the Standardized Monitoring and Assessment of Relief and Transitions (SMART) Initiative and development of the standardized SMART methodology, the accurate terminology or CDR is now in use. CDR includes all age groups and indicates the general impact of a disaster event. It is defined as the number of people in the total population who die over a specified period of time.

CDR is the most vital, basic public health indicator of the severity of a humanitarian crisis. It is useful for assessing need, prioritizing resources, and monitoring the extent to which the relief system (with USAID as the largest donor) is meeting the needs of vulnerable populations. Thus, it measures the overall impact and performance of the relief effort. It is usually used in complex humanitarian emergencies as the response is system-wide with various sectors of the international community providing assistance.

Selection of CDR data

Most of the CDR data were taken from surveys that also assessed nutritional status. These surveys used a probabilistic sampling methodology, complying with internationally agreed standards. The following studies were not taken into account:

- those for which the methodology was impossible to check
- those that relied on data collected using convenience sample methodologies
- those for which the methodology was not in agreement with WHO/international standard.

Data were taken from surveys that assessed the total population of specified emergency sites or area.

Severity of situation

In emergency situations, CDR is expressed as number of deaths/10,000 people/day. CDR trigger level for alert is currently set at 1/10,000/day. However, thresholds have to be used with caution and in relation to contextual analysis. Trend analysis is recommended to follow a situation: if CDR is deteriorating over time, even if not above the threshold, this indicates a worsening situation.

Comparison with the previous year

Where available, data of the emergency sites were compared to data recorded in the same area in the previous area.

Mother with child at the "taxi Gare" in Bougouni, Mali.
PHOTO: CHARLES FEEZEL, USAID/AFRICA

STRATEGIC OBJECTIVE #3:

STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES

The fulfillment of the Agency's mission and the achievement of its policy goals are inextricably linked to a foundation of sound management and organizational excellence required by the President's Management Agenda (PMA). This foundation is essential to support the work of USAID's Missions and Programs. The Agency is committed to maintaining a well-qualified workforce, supported by modern infrastructure that provides the tools to achieve its development goals worldwide. Building this foundation will require significant investments in people, systems, and facilities.

The following strategic goal falls under this strategic objective:

- Strategic Goal 8: Management and Organizational Excellence

STRATEGIC GOAL 8: MANAGEMENT AND ORGANIZATIONAL EXCELLENCE

Ensure a High Quality Workforce Supported by Modern and Secure Infrastructure and Operational Capacities

I. PUBLIC BENEFIT

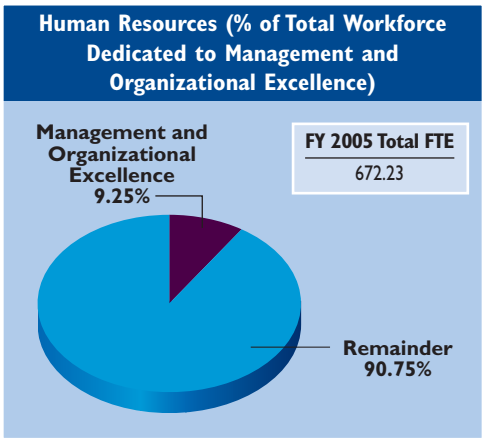
USAID continues to pursue human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce. USAID continues to maintain and develop robust training programs with emphasis on skills that can help achieve transformational diplomacy and development, such as advanced foreign language proficiency, public diplomacy, and leadership and management preparedness. The goal is to have a workforce whose composition, size, and skills can adapt quickly to changes in mission, technology, and worldwide requirements of the foreign affairs environment.

To fulfill their joint mission effectively, the Department of State and USAID depend heavily on the collection, analysis, communication, and presentation of information in forms useful to their stakeholders—the public, businesses, other U.S. government agencies, foreign governments, and their employees. USAID is making a concerted effort to use commercial best practices to deploy secure, modern office automation platforms, secure global networks (unclassified, classified, and the Internet), a centrally managed information technology (IT) infrastructure, a modern messaging/archiving/knowledge management system, streamlined administrative systems, and a customer-focused portal.

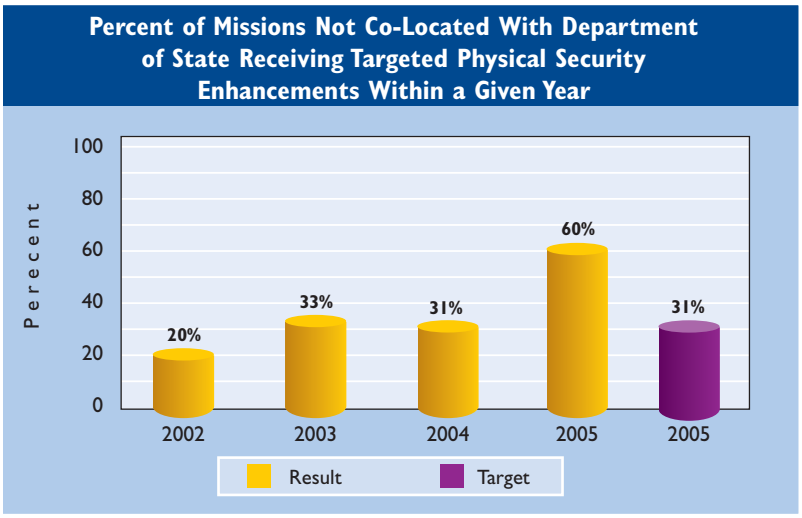
Integrated budgeting, planning, and performance measurement processes, together with effective financial management and demonstrated financial accountability, are enhancing the management and performance of USAID. These measures will ensure the resources entrusted to USAID are well managed and judiciously used. The American people will be able to see how well programs perform, and the costs they incur for that performance.

All results presented are preliminary. Final results will be presented in the FY 2005 PAR Addendum, to be published by USAID in April 2006.

II. RESOURCES INVESTED



III. SELECTED PERFORMANCE TRENDS



IV. ILLUSTRATIVE EXAMPLE OF SIGNIFICANT ACHIEVEMENT

NEW FINANCIAL SYSTEM ARRIVES AT MISSIONS

Eight Latin America and the Caribbean (LAC) and nine Europe and Eurasia (E&E) missions went live with Phoenix, the new financial management system—went live with Phoenix, the new financial management system. The transition was smooth because of the efforts of the missions' financial management staff, who had to learn a new system while still meeting daily job responsibilities, and working long hours that at times included weekends. Phoenix has been supporting accounting transactions at USAID's headquarters since 2000. Now that 22 missions are using the system successfully, the Agency plans to roll out Phoenix to the Asia and Near East (ANE) missions in December 2005 and to the Africa missions in 2006. Phoenix, unlike the current overseas Mission Accounting and Control System (MACS) it replaces, is compliant with federal regulations. Financial transactions on Phoenix are posted immediately to a general ledger. USAID is taking the lessons learned from the pilot phase of the project and anticipates making some changes—especially in the areas of training and user support. Deploying Phoenix overseas is part of the Business Systems Modernization initiative, a key component of USAID's Business Transformation Plan.

Dr. Mariama Cire Bah, a foreign service national who serves as USAID/Guinea's reproductive health specialist, discusses the particulars of HIV/AIDS transmission with a group of young men.

PHOTO: USAID/GUINEA

USAID LEADERSHIP RESPONDS TO SURVEY WITH CHANGES FOR FOREIGN SERVICE NATIONALS

USAID's 2004 employee opinion survey has led to new personnel initiatives for the Agency's largest employee group: nearly 4,900 foreign service nationals (FSN).

In last year's survey, 1,400 comments were submitted, mostly from FSNs. Many said they wanted career development and training opportunities. Many commented on salary, and asked that an FSN executive corps be established to enhance communication between Washington management and people in the field.

As a result of those requests, the Agency's Business Transformation Executive Committee (BTEC) made "nurturing FSNs" one of its four major priorities for this year. In addition, the Office of Human Resources (HR) established the first FSN Working Group, with Agency representatives from each USAID/Washington bureau and including former FSNs working in the Washington area.

The working group plans to create a publication of FSN success stories, as well as new awards for FSNs. The group has already created a virtual FSN network and regional FSN mailing lists to ease communication between USAID/Washington and the FSN community. In April, the working group met to develop a strategy and action plan to promote professional development, mobility, and communications. To expand the role of FSNs, the working group is considering ways to better utilize FSNs in countries with emerging priorities for "surge" needs, as well as encouraging more FSN exchange opportunities for temporary assignments in other missions and in USAID/Washington.

Recognizing that English-language capability is one of the single biggest factors in FSN career advancement, the HR office recently rolled out online English-language training programs targeting 1,000 entry-level FSNs worldwide.

The working group is also exploring other career development options, such as increasing participation by FSNs in leadership training programs and establishing senior FSN positions. For instance, an FSN Executive Corps is being studied that would identify a cadre of senior or retired FSN professionals worldwide to meet surge and other short to medium-term technical assistance requirements.

Administrator Andrew S. Natsios recently named 2005 as the "Year of the FSN" when announcing new initiatives at the world-wide mission directors' conference, held in Arlington, VA, May 17–20.

USAID SECURITY PROVISIONS GET THUMBS UP

USAID received the highest grade, an A+, on the 2004 Federal Information Security Management Act (FISMA) report card issued February 16. This is a significant improvement from the C– score the Agency received in 2003. The overall government-wide grade is a D+. The grades were based on internal assessments by agencies and evaluations by the Office of Management and Budget (OMB). The FISMA report cards help Congress assess the government's security progress.

V. PERFORMANCE RESULTS

SUMMARY OF PROVISIONAL OR PRELIMINARY RESULTS — STRATEGIC GOAL 8			
Total Goals and Indicators		**Performance Summary**	
Number of Performance Goals	4	Number of Targets Met	4
Number of Program Goals	4	Number of Targets Not Met	–
Number of Indicators	5	Number with Data Lags	1

PERFORMANCE GOAL #1

Modernized, Secure, and High Quality Information Technology (IT) Management and Infrastructure that Meet Critical Business Requirements

PROGRAM GOAL: SECURE GLOBAL NETWORK AND INFRASTRUCTURE

Achieve the Agency's IT goals by establishing a reliable and secure global telecommunications and processing infrastructure.

Performance Indicator #1:Percentage of IT Systems Certified and Accredited		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	100 percent
FY 2005 Data	**2005 Preliminary or Provisional Results**	100 percent
	Target	100 percent
	Rating	**On Target**
	Impact	The 100 percent certification and accreditation (C&A) of USAID's nine mission critical IT systems and applications will enable the Agency to perform its mission critical financial and inspection functions for development and humanitarian relief at reduced risk. The mission critical systems include the Agency's internal communications network (Aidnet), office-specific information systems of the Inspector General (IG) and the Office of Foreign Disaster Assistance (OFDA), the New Management Systems (NMS) Acquisition and Assistance Module, and the Phoenix and related financial systems.
Performance Indicator #2: Number of Information Security Vulnerabilities Per IT Hardware Item		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2004)
	2003	N/A (new indicator in FY 2004)
	2004	0.09
FY 2005 Data	**2005 Preliminary or Provisional Results**	0.00054
	Target	0.01
	Rating	**On Target**
	Impact	As a result of achieving low information security vulnerabilities per IT hardware item, the Agency operates in a more secure environment. This is important because it allows the Agency to carry out its day-to-day activities and accomplish its mission with minimal disruption.

PERFORMANCE GOAL #2

Secure, Safe, and Functional Facilities Serving Domestic and Overseas Staff

PROGRAM GOAL: COMPOUND SECURITY PROGRAM

Compound security provides technical security (e.g., alarms, cameras, lighting, closed-circuit televisions (CCTV)) and physical security (e.g., perimeter security, vaults, safe havens, escape hatches) installations and upgrades to Department overseas facilities to protect employees from terrorist and other security threats.

Performance Indicator #1: Percent of Missions Not Co-Located With the Department of State Receiving Targeted Physical Security Enhancements Within a Given Year

FY RESULTS HISTORY	**2002**	20 percent
	2003	33 percent
	2004	31 percent
FY 2005 Data	**2005 Preliminary or Provisional Results**	60 percent
	Target	31 percent
	Rating	**Exceeded Target**
	Impact	Providing the targeted physical security enhancements minimized potential vulnerabilities to the transnational terrorist threat; increasing security for USAID staff and enabling them to accomplish the Agency's development and humanitarian relief objectives.

PERFORMANCE GOAL #3

Integrated Budgeting, Planning, and Performance Management; Effective Financial Management; and Demonstrated Financial Accountability

PROGRAM GOAL: IMPROVED FINANCIAL PERFORMANCE

Provide world-class financial services that support strategic decision-making, mission performance, the President's Management Agenda (PMA), and improved accountability to the American people.

Performance Indicator #1: Total Number of Federal Managers' Financial Integrity Act (FMFIA) and Auditor Identified Material Weaknesses Identified

FY RESULTS HISTORY	**2002**	N/A
	2003	10
	2004	Four
FY 2005 Data	**2005 Preliminary or Provisional Results**	One
	Target	Three
	Rating	**Exceeded Target**
	Impact	The strong FY 2005 result is important because it indicates that the Agency is taking aggressive actions to implement financial and general management improvements. What will happen or what did happen because of the achieved results? Specifically, the Agency has reduced vulnerabilities to a manageable level and it has continued to improve upon financial processes. How do the results move the Agency closer to a desired outcome? The ultimate result, which we have achieved, is an unqualified certification on management controls by USAID's Administrator (under the FMFIA) and a clean opinion from the IG on the Agency's financial statements indicating that USAID's overall financial and management position has been strengthened.

PERFORMANCE GOAL #4
Customer-Oriented, Innovative Delivery of Administrative and Information Services, and Assistance

PROGRAM GOAL: CUSTOMER-ORIENTED MANAGEMENT SERVICES		
Ensuring that USAID Management Services are directed at and generated by the staff that uses them.		
Performance Indicator #1: Average "Margin of Victory" on Customer Service Survey for Management Offices (PART) – Two Year Average of Per Capita Central Management Costs		
FY RESULTS HISTORY	**2002**	N/A (new indicator in FY 2003)
	2003	N/A
	2004	Baseline: 23.7 percent.
FY 2005 Data	**2005 Preliminary or Provisional Results**	Final results will be presented in the FY 2005 PAR Addendum available April 2006.
	Target	FY 2004 serves as a baseline for this indicator.
	Rating	■ **Final results will be presented in the FY 2005 PAR Addendum available April 2006.**
	Impact	The average "Margin of Victory" on the Administrator's customer service survey in FY 2004 indicates that USAID's management offices have improved customer service since FY 2003. The higher score reflects increased satisfaction with management services, especially in such areas as Information Resources Management, Financial Management, Administrative Services, and procurement, and indicates increasingly effective support to Agency functions.

VI. PROGRAM EVALUATIONS AND PART REVIEWS

1) OMB/USAID Operating Expense/Capital Investment Fund Program Assessment Rating Tool (PART), July 2004

2) OIG Standards for Success Accomplishment Report Fiscal Year 2003, available on the Web at: *http://www.usaid.gov/oig/public/standards_success_report_fy2003.pdf*

3) OIG Semi-Annual Reports to Congress, available on the Web at: *http://www.usaid.gov/oig/public/semiann/semiannual1.htm*

4) Independent Auditor's Report on USAID's Consolidated Financial Statements, Internal Controls, and Compliance for Fiscal Years 2003 and 2002,; November 14, 2003; available on the Web at *http://www.usaid.gov/oig/public/fy04rpts/0-000-04-001-c.pdf*

PROGRAM ASSESSMENT RATING TOOLS (PART) STATUS

The tables below summarize the ratings for the Agency's seven FY 2004 - 2006 PART reviews. The Agency's goal is to have completed PARTs for 100 percent of its programs by the end of the FY 2008 cycle, and to have OMB-approved performance and efficiency measures for all PART'ed programs.

FY 2004 PART PROGRAMS

STRATEGIC GOAL 4/5	DEMOCRACY AND HUMAN RIGHTS/ECONOMIC PROSPERITY AND SECURITY
Program Name	**USAID Development Assistance - Population**
Rating	◆ CY 2002: Moderately Effective
Lead Bureau	◆ Agency for International Development - Global Health (GH)
Major Findings/ Recommendations	◆ The program has been highly effective in increasing contraceptive use in assisted countries. ◆ The program does not allocate resources across regions and countries in an optimal way to respond to highest need. ◆ The program should continue to provide resources at the FY 2003 level, and take steps to better align resource allocations with country needs through new performance budgeting efforts.
Actions Taken/Planned	◆ Under review. This information will be updated in the final version of the JPP, due for publication on February 7, 2005.
STRATEGIC GOAL 6	**USAID SOCIAL AND ENVIRONMENTAL ISSUES**
Program Name	**Global Climate Change (GCC)**
Rating	◆ CY 2002: Adequate
Lead Bureau	◆ Agency for International Development - Economic Growth, Agriculture, and Trade (EGAT)
Major Findings/ Recommendations	◆ The program is managed well. The real issue for the program is redefining its role in foreign policy. ◆ Only one of the program's performance measures is measurable and has a cumulative target linked to an outcome. The program would benefit from improved measures.
Actions Taken/Planned	◆ The GCC program is in the process of developing a new strategy to update its goals. ◆ The GCC program is improving measurability by developing methodologies to measure carbon sequestration (awarded cooperative agreement 9/03 to NGO with expertise in carbon measurement). ◆ The GCC program reflects Administration's priorities by actively participating in bilateral climate change discussions with the Department of State, and is a member of the negotiating team in international climate change negotiations.

(continued)

STRATEGIC GOAL 7	HUMANITARIAN RESPONSE
Program Name	**USAID Public Law 480 Title II Food Aid**
Rating	◆ CY 2002: Adequate
Lead Bureau	◆ Agency for International Development - Democracy, Conflict, and Humanitarian Assistance (DCHA)
Major Findings/ Recommendations	◆ Overall changes in the wellbeing of hungry people are difficult to measure. ◆ Emergency food aid, which provides food to prevent or reduce discrete and protracted famines, has demonstrated adequate progress. ◆ The program would be more cost-effective if several congressional mandates were eliminated, such as cargo preference requirements.
Actions Taken/Planned	◆ Development of a Food for Peace Office of Strategic Plan provides indicators that will better measure the well being of those receiving food aid. ◆ Working closely with the Department of Transportation, USDA, and others, USAID aggressively is pursuing ways to strike a balance in relief of cargo preferences and purchase of minimal tonnage of food aid requirements and other congressional mandates.

FY 2005 PART PROGRAMS

STRATEGIC GOAL 1	REGIONAL STABILITY
Program Name	**USAID Transition Initiatives**
Rating	◆ CY 2003: Moderately Effective
Lead Bureau	◆ Agency for International Development - DCHA/Office of Transition Initiatives (OTI)
Major Findings/ Recommendations	◆ The assessment found that the program is strong overall. ◆ OTI's performance measurement is strong at the individual program/country level, but there is no aggregate measurement of OTI's effectiveness across the board. ◆ USAID will closely monitor the development of OTI's short and long-term baselines, timeframes, and targets to ensure their timely completion.
Actions Taken/Planned	◆ Currently working to put systems in place to aggregately measure OTI's effectiveness. ◆ Developing a system to ensure timely completion of OTI's monitoring process at the mission level.
STRATEGIC GOAL 4/5	**DEMOCRACY AND HUMAN RIGHTS/ECONOMIC PROSPERITY AND SECURITY**
Program Name	**USAID Child Survival and Health – Latin America and Caribbean (LAC) Region**
Rating	◆ CY 2003: Results Not Demonstrated ◆ CY 2004: Moderately Effectively
Lead Bureau	◆ Agency for International Development - LAC Bureau
Major Findings/ Recommendations	◆ The program is closely aligned with U.S. foreign policy priorities in the region. ◆ The program cannot adequately demonstrate progress in achieving results due to the lack of LAC regional performance measures and targets. At the country, or operating unit level, however, targets are, with few exceptions, being met or exceeded.
Actions Taken/Planned	◆ LAC has implemented a system of regional common performance indicators that will facilitate the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance.

(continued)

STRATEGIC GOAL 4/5	DEMOCRACY AND HUMAN RIGHTS/ECONOMIC PROSPERITY AND SECURITY *(continued)*
Program Name	**USAID Development Assistance – LAC Region**
Rating	◆ CY 2003: Results Not Demonstrated ◆ CY 2004: Moderately Effective
Lead Bureau	◆ Agency for International Development - LAC
Major Findings/ Recommendations	◆ The program is closely aligned with U.S. foreign policy priorities in the region. ◆ The program cannot adequately demonstrate progress in achieving results due to the lack of LAC regional performance measures and targets. At the country, or operating unit level, however, targets are, with few exceptions, being met or exceeded.
Actions Taken/Planned	◆ LAC has implemented a system of regional common performance indicators that will facilitate the setting of ambitious annual and long-term performance targets, the measurement of results, and an annual budgeting process that is directly integrated with performance.

FY 2006 PART PROGRAMS

STRATEGIC GOAL 8	MANAGEMENT AND ORGANIZATIONAL EXCELLENCE
Program Name	**USAID Operating Expenses/Capital Investment Fund**
Rating	◆ CY 2004: Moderately Effective
Lead Bureau	◆ Agency for International Development
Major Findings/ Recommendations	◆ The evaluation highlighted the importance of USAID continuing its efforts to improve financial, human capital, and information technology management. ◆ While USAID's on-going business transformation initiatives have already resulted in significant achievements, challenges remain including institutionalizing performance management in decision-making. ◆ Performance data is insufficiently used by managers when making resource allocation decisions. The data that is available highlights a number of areas in which further reform efforts are required.
Actions Taken/Planned	◆ Continue to develop and operationalize meaningful performance measures and utilize them in the management of agency operations. This will include ensuring that operating units and their managers are held accountable for results through regular reviews and performance reporting, and that the use of performance data becomes a routine part of making resource allocation decisions. ◆ Focus reform efforts on increasing the effectiveness and efficiency of agency operations, including continuing to develop the capability to take advantage of further regionalization, centralization, cross-servicing, or other alternative approaches to the bilateral model of program delivery. ◆ Implement comprehensive analysis-based workforce planning process encompassing USDH and non-USDH positions funded by trust, program or OE. Use results from the performance management plan to make key human capital program decisions and to drive improvements. ◆ Expand the use of performance based contracting.

FY 2007 PART PROGRAMS

STRATEGIC GOAL 7	HUMANITARIAN RESPONSE
Program Name	**USAID International Disaster and Famine Assistance (IDFA)**
Rating	Still awaiting OMB final score
Lead Bureau	Agency for International Development - DCHA/OFDA
Major Findings/ Recommendations	TBD
Actions Taken/Planned	TBD
STRATEGIC GOAL 4/5	**DEMOCRACY AND HUMAN RIGHTS/ECONOMIC PROSPERITY AND SECURITY**
Program Name	**USAID Child Survival and Health – Africa Region**
Rating	Adequate
Lead Bureau	U.S. Agency for International Development - Africa
Major Findings/ Recommendations	Still awaiting OMB final score
Actions Taken/Planned	Still awaiting OMB final score

Primary school students in Iringa region, Tanzania

PHOTO: DANIIEL SCHWARTZ