

United States Department of State

United States Agency for International Development

FY 2015 Annual Performance Plan



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Overview

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution for the conduct of American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. government. The head of the Department, the Secretary of State, is the President's principal foreign policy advisor. The Secretary implements the President's foreign policies worldwide through the State Department and its employees. The Department of State promotes and protects the interests of American citizens by:

- Promoting peace and stability in regions of vital interest;
- Creating jobs at home by opening markets abroad;
- Helping developing nations establish investment and export opportunities; and
- Bringing nations and people together and forging partnerships to address global challenges, such as climate change and resource scarcity, nuclear proliferation, terrorism, gender inequality, human trafficking, the spread of communicable diseases, cross-border pollution, humanitarian crises, nuclear smuggling, and narcotics trafficking.

The U.S. Agency for International Development (USAID) is an independent federal agency that receives overall foreign policy guidance from the Secretary of State. In 1961, Congress passed the Foreign Assistance Act to administer long-range economic and humanitarian assistance to developing countries. Two months after passage of the act, President John F. Kennedy established USAID.

USAID's mission is to partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity. The Agency accelerates human progress in developing countries by:

- Reducing poverty;
- Advancing democracy;
- Empowering women;
- Building market economies;
- Promoting security, responding to crises; and
- Improving the quality of life through investments in health and education.

USAID is headed by an Administrator appointed by the President and confirmed by the Senate. USAID plans its development and assistance programs in coordination with the Department of State, and collaborates with other U.S. government agencies, multilateral and bilateral organizations, private companies, academic institutions, and non-governmental organizations (NGOs).

Our Mission Statement

The shared mission of the Department of State and USAID is to shape and sustain a peaceful, prosperous, just, and democratic world, and foster conditions for stability and progress for the benefit of the American people and people everywhere.

Our Values

- Loyalty – Commitment to the United States and the American people.
- Character – Maintenance of high ethical standards and integrity.
- Service – Excellence in the formulation of policy and management practices with room for creative dissent. Implementation of policy and management practices, regardless of personal views.
- Accountability – Responsibility for achieving U. S. foreign policy goals while meeting the highest performance standards.
- Community – Dedication to teamwork, professionalism, and the customer perspective.
- Diversity – Commitment to having a workforce that represents the diversity of America.

Organizational Structure

Department of State: The Foreign Service and Civil Service employees in the Department of State and U.S. missions abroad represent the American people. They work together to achieve the goals and implement the initiatives of American foreign policy. The Department operates more than 270 embassies, consulates, and other posts worldwide staffed by nearly 46,000 Locally Employed Staff and almost 13,700 Foreign Service employees. In each embassy, the Chief of Mission (usually an ambassador appointed by the President) is responsible for executing U.S. foreign policy goals and for coordinating and managing all U.S. government functions in the host country. A Civil Service corps of roughly 11,000 employees provides continuity and expertise in performing all aspects of the Department's mission. The Department's mission is supported through its regional, functional, and management bureaus and offices. The regional bureaus, each of which is responsible for a specific geographic region of the world, work in conjunction with subject matter experts from other bureaus and offices to develop policies and implement programs that achieve the Department's goals and foreign policy priorities. These bureaus and offices provide policy guidance, program management, administrative support, and in-depth expertise.

USAID: USAID staff are working around the world and at home inspired by the same overarching goals that President Kennedy outlined 50 years ago – furthering America's foreign policy interests in expanding democracy and free markets while also extending a helping hand to people struggling to make a better life, recovering from a disaster or striving to live in a free and democratic country. With an official presence in 87 countries and programs in several other non-presence countries, the Agency's mission is supported by more than 2,100 Foreign Service employees and 1,500 in the Civil Service. Additional support comes from nearly 4,400 Foreign Service Nationals, and approximately 1,200 other employees.

More information on the organizational structure of the Department of State and USAID can be found at <http://www.state.gov/r/pa/ei/rls/dos/99494.htm> and <http://www.usaid.gov/who-we-are/organization>, respectively.

Performance Management and Analysis

The diplomacy and development efforts of the Department of State and U.S. Agency for International Development (USAID) continue to make significant strides toward a more secure, democratic and prosperous world for the benefit of the American people and the international

community. The Department and USAID have developed more relevant, measureable, and outcome-oriented indicators that are used to assess progress against prior-year performance through examining trend data. The results of these efforts to improve strategic planning and performance management throughout the Department and USAID, both domestically and abroad, are detailed in the

- **The FY 2014 - 2017 Joint State and USAID Strategic Plan (JSP):** The establishment of the FY 2014-2017 Joint State and USAID Strategic Plan (JSP) reiterates the commitment of the Department and USAID to joint planning to implement foreign policy initiatives and investing effectively in foreign assistance programs. Moreover, the JSP will be used to inform the second Quadrennial Diplomacy and Development Review (QDDR).
- **Strategic Objectives:** The strategic objectives of the JSP will serve as the primary basis for performance measurement, strategic analysis, and decision making for the Department and USAID. The strategic objectives identified in the JSP are expanded upon in this document, which aligns the strategic goals and strategic objectives to specific, measurable, and time-bound performance goals.
- **Performance Goals:** The GPRA Modernization Act of 2010 requires that agencies tie their annual performance information to the strategic objectives identified in their strategic plan. The primary method for accomplishing this link is through performance goals, which identify the specific, measurable, and attributable level of performance that the Department and USAID will strive to achieve and to which we can hold ourselves accountable. The performance goals in the FY 2015 APP will provide measurable progress towards the achievement of the strategic objectives in the JSP and illustrate Department and USAID strategic and management priorities. The majority of the performance goals will be measured annually; five of the performance goals have been identified as Agency Priority Goals and will have data and progress updates available on a quarterly basis.

Performance Planning and Reporting: The FY 2015 APP consists of a series of performance goals that are organized around each strategic objective from the JSP. The APP outlines performance goals, associated indicators, and other information germane to the accomplishment of each performance goal. This APP will also form the basis of the revised reporting framework of performance goals and performance indicators aligned to the FY 2014-2017 JSP, and will commence with the FY 2014 APR to be published alongside the FY 2016 Congressional Budget Submission.

Evaluation: The Department and USAID have made major progress on putting in place frameworks for implementation of performance and impact evaluations as well as streamlined performance metrics that support evidence-based analysis and active use of performance information, including information from evaluations. These evaluations are used to determine what is working and what is not, which in turn provides evidence for programmatic and budgetary decisions.

The focus of the Department since issuance of the new evaluation policy in February 2012 has been capacity building and training of Department personnel to effectively plan for, execute, and manage evaluations. At the end of 2013 State completed or had in process over 70 evaluations and has over 100 planned for 2014. Further information about the Department's evaluation policy is located at www.state.gov/s/d/rm/rls/evaluation/2012/184556.htm.

To ensure country programs and strategies are achieving results, USAID introduced a new evaluation policy in 2011. Under this policy, high-quality evaluations are completed for every major project and conducted by independent third parties. Findings must be action-oriented and should identify ways

to apply the lessons learned. Based on these and other criteria, USAID completed 257 evaluations worldwide in FY 2013 that are helping to make smarter decisions. More than 50 percent of completed evaluations informed the design of new projects or led staff to make mid-course corrections. Further information about USAID evaluations is located at www.usaid.gov/evaluation.

In summary, the Department of State and USAID engage in a variety of data collection, monitoring, evaluation, and analytical activities to assess progress against our goals and objectives, and to inform our programmatic and budgetary decisions.

Major management priorities and challenges: Please refer to Strategic Goal 5, Objective 5.1 for more information on USAID and the Department of State's management priority areas. Every year, the respective Office of Inspector General for the Department of State and USAID's identifies management challenges that affect the ability of the Department and USAID to effectively engage diplomatically or deliver foreign assistance. The Department of State and USAID takes immediate remedial actions in response to OIG recommendations. For a full description of the OIG's identified challenges and the responses to them, please see:

- Department of State, pages 122-131 of the Fiscal Year 2013 Agency Financial Report (<http://www.state.gov/documents/organization/217939.pdf>)
- USAID, see pages 131-146 of the Fiscal Year 2013 USAID Agency Financial Report (<http://www.usaid.gov/results-and-data/progress-data/agency-financial-report>)

Federal Cross Agency Priority Goals: The Department of State and USAID are key participants in the Federal Cross-Agency Priority (CAP) goals. The CAP goals are a subset of Presidential priorities, and are complemented by other cross-agency coordination and goal-setting efforts. The CAP goals, outcome-oriented goals that cover a limited number of cross-cutting policy and management areas, focus on issues where increased cross-agency coordination is likely to improve progress. Per the GRPA Modernization Act requirement to address Cross-Agency Priority Goals in the strategic plan, annual performance plan, and annual performance report, please refer to www.Performance.gov for the Department of State and USAID's contributions to those goals and progress, where applicable. USAID and the Department of State's contributions to the government-wide management improvement agenda are also presented on www.Performance.gov.

Data Validation and Verification: Data are only useful for decision making if they are of high quality and provide the groundwork for informed decisions.

The Department's bureaus and missions to conduct data quality assessments for performance data reported to Congress and stakeholders, including the American public, once every three years. Data sources include primary data that are collected by the Department directly; partner data compiled by implementing partners but collected from other sources; and third-party data from other government agencies or organizations. Data quality assessments examine the quality of performance results for potential limitations that might compromise the confidence of the data. The Department continues to make great strides to identify and use indicators that are useful for decision-making, are of high quality, and are most representative of our goals and strategic priorities. While many complex diplomatic issues lend themselves to qualitative analysis, the Department has developed new indicators and quantitative indicators whenever possible because they offer the opportunity to

analyze important trends and examine empirical evidence when reviewing policy, planning strategy, and setting resource levels.

As indicated in USAID's Automated Directives System Chapter 203.3.5, (<http://www.usaid.gov/ads/200/203>), USAID missions and offices are required to conduct data quality assessments for all performance data reported to Washington within the three years before submission. These assessments verify the quality of the data against the five standards of validity, integrity, precision, reliability, and timeliness. USAID obtains performance data from three sources: (1) primary (data collected by USAID or where collection is funded by USAID), (2) partner (data compiled by USAID implementing partners but collected from other sources), and (3) third-party (data from other government agencies or development organizations). Primary and secondary data go through rigorous USAID assessments to ensure that they meet the five quality standards.

Lower Priority Program Activities: The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

State-USAID Joint Strategic Goal Framework



EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Performance Goal 1.1.1

By September 30, 2017, using 2013 baseline data, support increased exports of U.S. goods and services by: (1) doubling appropriate commercial advocacy for U.S. businesses by ambassadors and Assistant Secretary or higher officials and; (2) increasing the number of international students studying in the United States by an average of five percent per year.

Impact Statement

Promote policies and economic environments that enhance trade in goods and services.

Overview

Expanding access to future markets, investment and trade involves formal trade agreements, setting international standards that enable fair competition, and working level collaboration to create demand for U.S. products and services. Agreements are important, but only open the door. U.S. firms still have to win contracts. Through our economic and diplomatic work we set the stage for U.S. companies to enter new markets and then highlight the attributes of U.S. firms; promote technical, scientific and innovation cooperation that can lead to common or mutually accepted standards, and heighten interest in U.S. technology and services.

One of the clearest indicators of our success in these activities that facilitate increased investment and trade is the ability of U.S. firms to win foreign-sponsored projects. When an American supplier is selected, it shows that required elements are in place: market opening agreements; a functioning foreign economy capable of purchasing U.S. goods and services; receptiveness to U.S. suppliers; and effective U.S. government advocacy on behalf of U.S. firms.

The Department of Commerce's Advocacy Center manages the U.S. government's advocacy process and works with other agencies to

coordinate high-level U.S. government engagement. This support helps U.S. exporters win public-sector contracts with foreign government agencies. Department of State ambassadors and senior officials raise advocacy cases in meetings with foreign counterparts to assist U.S. firms. Our senior level advocacy on these premier cases is the pinnacle of our advocacy efforts and requires close coordination between the Departments of State and Commerce in support of the National Export Initiative, economic growth, and jobs at home. Senior level advocacy interventions with foreign governments include points raised in meetings, letters sent, and calls made regarding premier advocacy cases where senior State officials intervened.

The vast majority of international students in the United States are self funded. They contribute economic value to our nation as the fifth largest U.S. service sector export, add global perspectives into U.S. classrooms and research labs, and support programming and services on campus for all students by paying out-of-state tuition. Foreign students are particularly important to U.S. colleges and universities' advanced science and engineering research and coursework, driving U.S. innovation.



STRATEGIC OBJECTIVE 1.1

EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Key Indicator: The number of State Department high-level commercial advocacy efforts to support U.S. export of goods and services

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		28	34	40	48
Actual	24				

Key Indicator: The number of foreign students studying in the U.S.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target				860,626	903,657	948,840	996,282
Actual	723,277	764,495	819,644				

Achieving the Performance Goal

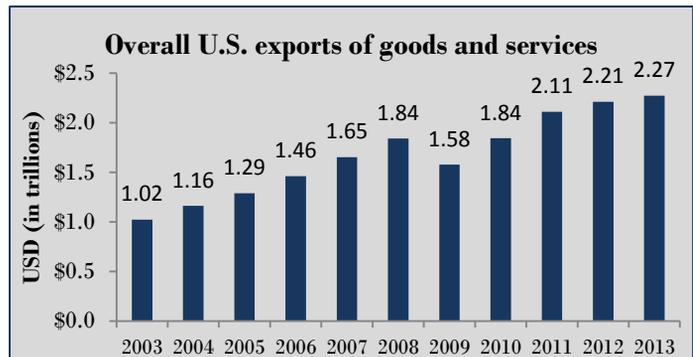
Strategies

Include advocacy in high-level bilateral meetings and through joint host nation/Ambassador Direct Line calls.

Take advantage of large, multi-lateral meetings to conduct high-level commercial advocacy.

Develop a culture of advocacy within the Department, making it a standard component of high-level bilateral meetings.

Promote internationalization of U.S. campuses by encouraging exchanges of foreign students, scholars, and researchers, and promoting the learning and teaching of American English abroad.



Source: U.S. Census Bureau, Foreign Trade Division



Source: NAFSA, Association of International Educators



EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Achieving the Performance Goal

External Factors

- 

Consistent access to the Department of Commerce's Advocacy Center and degree to which Commerce refers advocacy cases to State.
- 

Economic and environmental policies of major trading partners.
- 

Readiness of other donor governments to implement the new development consensus.
- 

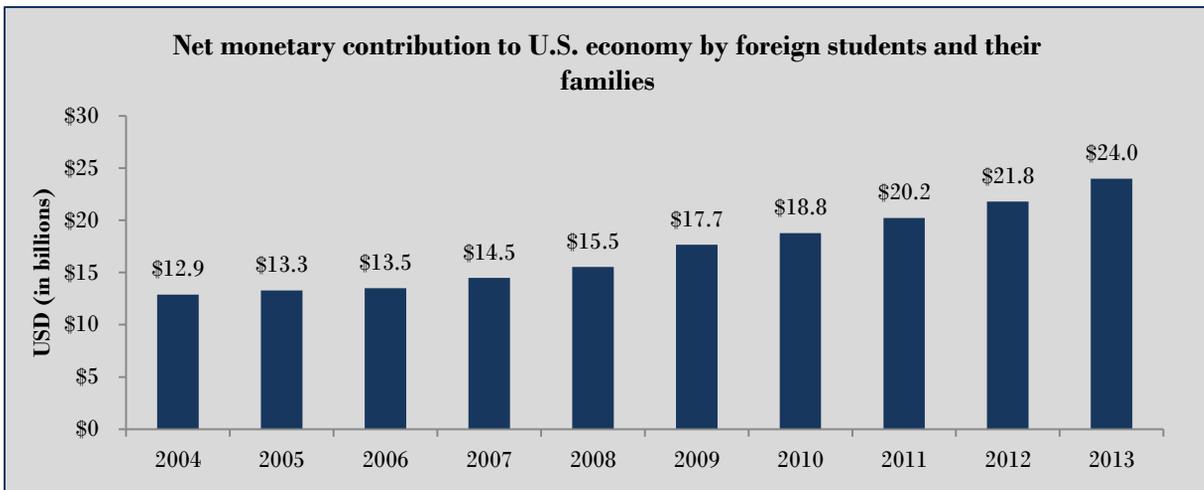
Degree to which protectionist impulses in many countries impede the expansion of free and fair trade and investment.
- 

Effect of regional political instability on financial markets, global energy prices.
- 

Changes to economic climates abroad that affect foreign students' ability to afford the cost of U.S. higher education.
- 

The rise of other, high-quality, less-costly, higher education markets. Other countries' improvements in the quality of their higher education and active recruitment of foreign students affects international students' decisions as to where to pursue higher education.
- 

Unexpected major shocks in the United States whether economic, terrorism, or disaster-related, lower the interest of international students and scholars to study and work in the United States.



Source: NAFSA, Association of International Educators



EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Performance Goal 1.1.2

By September 30, 2017, expand by 50 percent the number of senior-level science and technology innovation dialogues with key foreign governments using the eight 2013 dialogues as the baseline, and enable one percent of U.S. Global Development Lab innovations/technologies to reach more than five million people and 10 percent to reach more than one million people, using 2013 as the baseline.

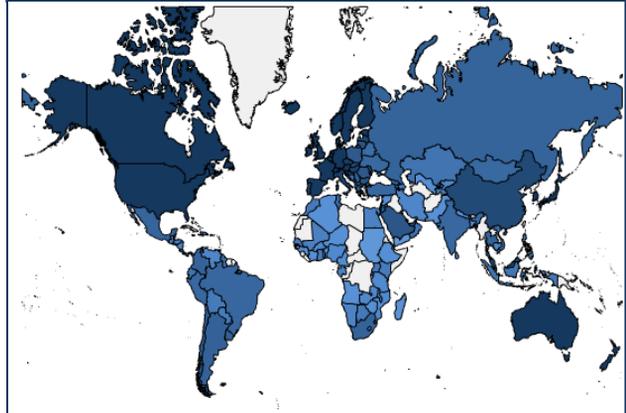
Impact Statement

Support policies, investments, partnerships, and economic environments abroad that foster science, technology and innovation including with U.S. institutions, and ultimately that result in a stronger U.S. innovation ecosystem.

Overview

The United States has tremendous expertise and comparative advantage in harnessing the power of science, technology, innovation, and entrepreneurship through world-class universities and research institutions, engineering, scientific, and technical companies that have transformed the world, robust federal scientific institutions and funding, and a culture of innovation and entrepreneurship that has created new economic sectors and opportunities for growth. Science and technology, coupled with greater connectivity and partnerships, can change the reality of what is possible. Today we have new tools and approaches that enable us to achieve progress that was simply not imaginable in the past. Breakthroughs pioneered for the developing world, such as low-cost health diagnostics, can benefit the United States. Over the next forty years, the developing world is expected to be the largest source of product and services growth, which will directly translate to economic growth and new jobs here at home.

2013 Global Innovation Index Scores



Legend: Darker hue, higher country GII Score

Source: 2013 Global Innovation Index; Cornell University, INSEAD and the World Intellectual Property Organization

EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

The State Department and USAID are integrating new approaches to support innovation and scientific collaboration. These initiatives, such as the U.S. Global Development Lab, are partly in response to overwhelming requests from many countries to collaborate on science, technology, and innovation with the United States, which enhances our ability to influence key policies, regulations, and investments of these countries. State and USAID also recognize that engaging science and technology will result in more efficacious, faster, cheaper, and more sustainable solutions to key global challenges, and will allow us to better address problems such as food security, energy demands, environmental change, and the spread of infectious diseases.

The initiatives encompass expanding international science and technology partnerships; developing and scaling transformational innovations and technologies; collaborating with universities, private sector businesses, non-governmental organizations, and entrepreneurs; crowdsourcing ideas from an unlimited global solver audience; facilitating fair access for U.S. companies and others with cutting edge technology to emerging markets; and fostering the mutually beneficial exchange of goods, services, and ideas while protecting intellectual property rights.

The United States can utilize its unrivaled global science & technology leadership to increase science capacity in other countries and further the development of domestic innovation ecosystems for our foreign partners that promote knowledge-based economies and support sustainable, inclusive growth. The United States can lead the international community in harnessing the global spread of science and technology, and the ability to translate those advances into innovations that improve the efficacy, speed, cost, and sustainability of our solutions. Open data, good governance, and partnerships are key to achieving these objectives.

As the world's challenges are increasingly shared in a globalized world, these interventions can have a powerful impact on growth in the United States and our foreign partners. Achievement of this goal will be measured by the number of dialogues headed by an Office Director or more senior official with foreign governments on science and technology innovation, including entrepreneurship and public-private partnerships. Such dialogues will increase the opportunities for significant multi-year collaborations between U.S. and foreign institutions.

U.S. Global
Development Lab
Innovations in
2013

27

transformative
innovations
developed

20

of which were
pilot tested

4

of these
innovations
have been
adopted by
targeted
communities



STRATEGIC OBJECTIVE 1.1

EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Key Indicator: Number of senior-level science and technology innovation dialogues with key foreign governments

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		9	10	11	12
Actual	8				

Key Indicator: Percent of U.S. Global Development Lab innovations/technologies that reach more than 1 million people.

	FY 2014	FY 2015	FY 2016
Target	10%	10%	10%

Key Indicator: Percent of U.S. Global Development Lab innovations/technologies that reach more than 5 million people.

	FY 2014	FY 2015	FY 2016
Target	1%	1%	1%



EXPAND ACCESS TO FUTURE MARKETS, INVESTMENTS, AND TRADE

Achieving the Performance Goal

Strategies

- ▶ Include sessions within science and technology dialogues on innovation, entrepreneurship and public-private partnerships in high-level dialogues with key foreign governments.
- ▶ Include in these dialogues U.S. state and local officials promoting economic growth in their city or state.
- ▶ Take advantage of high-level meetings with foreign governments to include discussion of policies, investments, and regulations that facilitate innovation and knowledge-based economies.
- ▶ Encourage U.S. non-governmental institutions (companies, universities, etc.) to develop new collaborations in science, technology, and innovation with foreign institutions.
- ▶ Support the invention and commercialization of new technologies, through open source, virtual, and extramural approaches.
- ▶ Support transformational innovations reaching a global scale in order to improve the lives of millions of people.
- ▶ Inspire, strengthen, and link the brightest young minds in America and our partner countries to invent and market innovations that tackle intractable global challenges.
- ▶ Accelerate development by applying science, technology, innovation, and partnership approaches to program design.

External Factors

- ▶ Resources (human and financial) available to foreign entities to support pursuit and implementation of science and technology innovation related engagements and agreements.
- ▶ Degree of foreign governments' commitment to undertaking policy and regulatory reform and to undertake new investments to build innovation and knowledge-based economies.
- ▶ Willingness of U.S. non-governmental institutions (universities, companies, foundations, etc.) to undertake new international collaborations in science, technology, and innovation with foreign institutions.



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Agency Priority Goal on Food Security

By September 30, 2015, increase the number of farmers and others who have applied new technologies or management practices to eight million, from a corrected base of five million in 2012.

Impact Statement

Promote policies and economic environments that enhance trade in goods and services.

Overview

Approximately 840 million people in the world remain hungry today, and 98 percent of them live in developing countries. In addition, the world's population is projected to increase to nine billion by 2050. This population increase and changes in diets will require at least a 60 percent increase in global food production, all in a world that will have less arable land and less access to water under changing climate patterns.

Improving food security has risen to prominence as a global development goal in recent years due to factors such as food price spikes, increasing poverty rates, and social unrest related to poverty and hunger. At the G-8 Summit in L'Aquila, Italy, in July 2009, global leaders—including President Obama—agreed to take significant action to improve food security through a renewed financial commitment to agricultural development and a commitment to reform the way the international community approaches food security. In May 2012, at the Camp David G-8 Summit with African heads of state and corporate and G-8 leaders, President Obama again led global food security efforts by launching the New Alliance for Food Security and Nutrition, a shared commitment to achieving sustained and inclusive agricultural growth and raising 50 million people out of poverty by 2022.

The Feed the Future initiative is the U.S. Government's contribution to the global effort launched by President Obama at L'Aquila. Its goal is to reduce the prevalence of poverty and stunted children under five years of age by 20 percent in the areas where we are investing and working. Feed the Future works with the global community to:

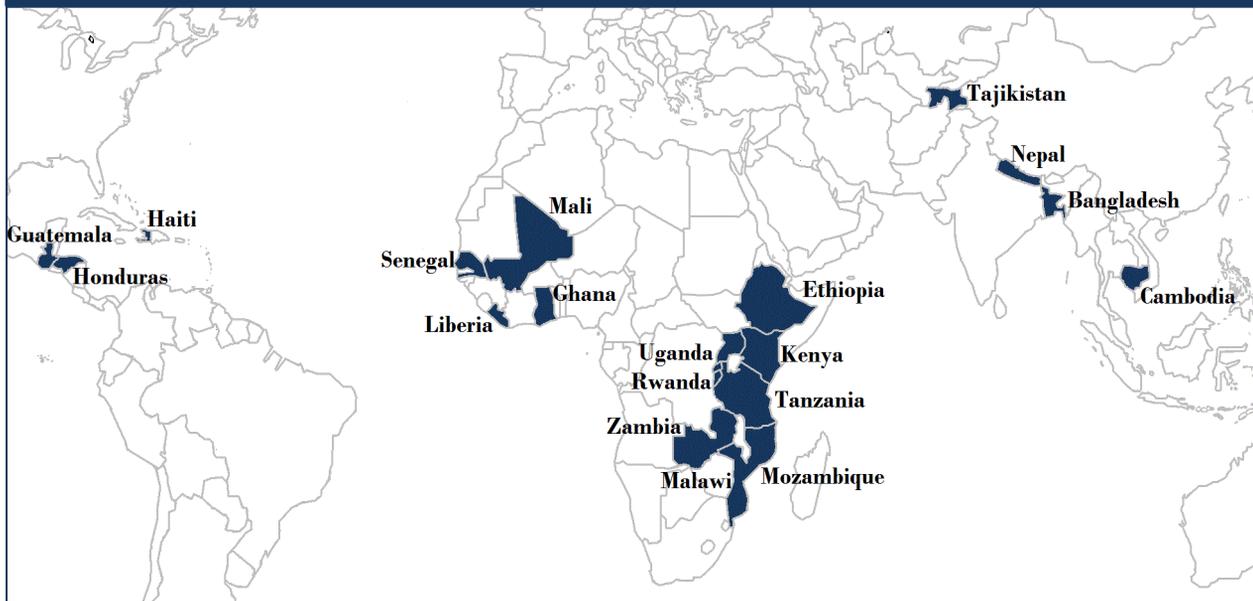
- Advance comprehensive strategies that focus on improving the productivity and market access of small-scale producers, particularly women, who make up the majority of small farmers in developing countries;
- Catalyze private sector economic growth, finance, and trade with necessary investments in public goods as well as policy, legal, and regulatory reforms;
- Use science and technology to sustainably increase agricultural productivity;
- Protect the natural resource base upon which agriculture depends;
- Build resilience and help to prevent recurrent food crises in vulnerable regions; and
- Invest in improving nutrition for women and young children as a foundation for future growth.



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Feed the Future is well-positioned to support the U.S. Government’s aim to promote inclusive economic growth, reduce extreme poverty, and improve food security, as outlined in the State Department-USAID Joint Strategic Plan.

Feed the Future Focus Countries



Key Indicator: Number of farmers and others who have applied new technologies or management practices as a result of U.S. Government assistance

	FY 2014	FY 2015
Target	7 million	8 million

Key Indicator: Amount of Feed the Future funds disbursed since 2010

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	\$1.628 billion	\$1.801 billion	\$1.975 billion	\$2.148 billion	\$2.321 billion	\$2.494 billion	\$2.667 billion	\$2.840 billion



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Achieving the Agency Priority Goal

Strategies

To achieve impact, Feed the Future focuses on cost-effective results; aligns with priorities established in technically sound country-led plans; embraces innovative partnerships; fosters a policy environment that enables private investment; helps build resilience to food crises in vulnerable populations; integrates nutrition, climate change, and gender equality and women's empowerment into programming; and works to increase the adoption of transformative technologies. Led by USAID, Feed the Future draws on the agricultural, trade, investment, development, and policy resources and expertise of 10 federal agencies (USAID; the U.S. Departments of Agriculture, Commerce, State, and Treasury; the Millennium Challenge Corporation; the U.S. African Development Foundation; the Peace Corps; the Overseas Private Investment Corporation; and the Office of the U.S. Trade Representative).

In alignment with the [U.S. Global Development Policy](#), Feed the Future is focused and selective about the countries and areas where we work to strengthen the impact of our investments. We currently target efforts in 19 focus countries in Africa (Ethiopia, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Rwanda, Senegal, Tanzania, Uganda, and Zambia), Asia (Bangladesh, Cambodia, Nepal, and Tajikistan), and Latin America and the Caribbean

(Guatemala, Haiti, and Honduras). We selected these countries based on country commitment to increasing food security, level of need, opportunity for partnerships and regional synergies, potential for agriculture-led growth, and resource availability. We focused our efforts even further by zeroing in on specific geographic zones (called "zones of influence") that aligned with each country's agricultural investment plan.

The principal challenge to achieving a reduction in stunting and poverty are external risk factors that may inhibit reduction in poverty and stunting such as food crises, changing host government priorities, and the continued will of the American people to invest in long-term food security overseas in a difficult domestic economic climate. Country implementation strategies account for these externalities by allowing a certain degree of flexibility in their programming and assumptions to address unforeseen events.



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Performance Goal 1.2.2

By September 30, 2017, as a part of implementing the Gender Equality and Female Empowerment Policy, at least 60 percent of USAID's operating units will measure and report their gender integration results, and USAID will reduce the gap between male and female participation across 60 percent of food security programming areas.

Impact Statement

Programming will have an inclusive, broad-based, and more sustainable impact as a result of progress made in closing gender gaps and promoting equal benefits for females and males.

Overview

The Presidential Memorandum "[Coordination of Policies and Programs to Promote Gender Equality and Empower Women and Girls Globally](#)", issued on January 30, 2013, states that "Promoting gender equality and advancing the status of all women and girls around the world remains one of the greatest unmet challenges of our time, and one that is vital to achieving our overall foreign policy objectives. Ensuring that women and girls, including those most marginalized, are able to participate fully in public life, are free from violence, and have equal access to education, economic opportunity, and health care increases broader economic prosperity, as well as political stability and security."

The overarching policy framework that guides U.S. efforts to combat gender-based violence around the world include:

- [Secretary Clinton's Policy Guidance on Promoting Gender Equality to Achieve our National Security and Foreign Policy Objectives](#)
- [USAID's Gender Equality and Female Empowerment Policy](#)
- [United States National Action Plan on Women, Peace, and Security, to strengthen conflict resolution and peace processes through the inclusion of women](#)

- [U.S. Strategy to Prevent and Respond to Gender-based Violence Globally](#)

U.S. efforts to promote gender equality and women's empowerment cut across many sectors. The U.S. seeks to: reduce gender disparities in economic, social, political, and cultural access to resources, wealth, opportunities and services; reduce gender-based violence and mitigate its harmful effects on individuals; and increase the capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies.

In addition to reducing gaps, U.S. activities seeks to promote women's and men's leadership and participation. The United States supports the integration of gender equality and female empowerment considerations in economic growth, agriculture and food security, education, conflict mitigation and resolution, civil society and the media, and climate change. For example, the United States supports a range of activities that strengthen and promote women's participation and leadership in peace building, civil society, and political processes in order to address and mitigate challenges impacting women's ability to participate meaningfully in important decisions and processes that affect them, their families, and their communities and nations.



**PROMOTE INCLUSIVE ECONOMIC GROWTH,
REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY**

These activities include efforts to mobilize men as allies in support of gender equality, women's participation and in combating gender-based violence. The United States will work to ensure that women's issues are fully integrated in the formulation and implementation of U.S. foreign policy.

To assist in planning and reporting, USAID operating units report on nine Washington-designated, standard cross-cutting performance indicators that cover gender equality; women's empowerment; gender-based violence; and Women, Peace, and Security. The indicator "Number of operating units using at least one Gender Empowerment and Female Equality indicator in their Performance Plan Reports" will capture the expansion of programming, as well as the performance monitoring and reporting achievements of operating units integrating gender considerations in their work.

Movement toward gender equality is essential to Feed the Future's objective of "Inclusive Agricultural Growth." Strong and stable growth cannot be achieved unless both men and women are engaged in that growth. Women play a critical and potentially transformative role in agricultural growth in developing countries, but they face persistent obstacles and economic constraints limiting further inclusion in

agriculture.

For that reason, Feed the Future has emphasized the engagement of both men and women in its multi-year strategies and across all food security activities to promote the empowerment of women and greater gender equality. While efforts in this area are often constrained by socio-cultural norms around gender roles, FTF programs are seeking innovative ways to engage men and women across diverse activities.

To measure progress in this effort, USAID's Bureau for Food Security (BFS) annually tracks the "Number of sex-disaggregated indicators demonstrating improvements toward equality in gender integration." This indicator tracks changes in the parity of outputs and outcomes between males and females from year to year. By 2017, BFS targets improvements in equality in 60 percent of all sex-disaggregated indicators. The target is not 100 percent because equality in several indicators, such as the Prevalence of Stunted Children, is slow to change, would require profound changes in social structures, and is beyond the Agency's manageable interest by 2017.

Key Indicator: Percentage of operating units using at least one Gender Empowerment and Female Equality indicator in their Foreign Assistance Performance Plan & Report (PPR)

	FY 2014	FY 2015	FY 2016	FY 2017
Target	30%	40%	50%	60%



**PROMOTE INCLUSIVE ECONOMIC GROWTH,
REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY**

Key Indicator: Number of sex-disaggregated indicators demonstrating improvements toward equality in gender integration

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		8	10	13	15
Actual	5				

Achieving the Performance Goal

Strategies

The Department of State and USAID provide guidance, training, and technical assistance to operating units toward integrating gender in procurement actions, project and program design, monitoring, evaluation, and learning activities. For example, USAID’s Automated Directives System Chapter 205 requires operating units to integrate gender at each stage of the project cycle including conducting gender analysis when preparing Country Development Cooperation Strategies and designing programs and projects. A series of gender integration training modules, toolkits, How-to-Notes and other resources will continue to be developed and shared agency-wide to help staff and implementing partners to integrate gender in programs and projects. As thought-leaders, the Department of State and USAID will continue to promote gender equality and women’s empowerment priorities to other U.S. government agencies and to the larger community of foreign assistance donors.

BFS provides guidance and support to missions in procurement design, project and program design, and monitoring and evaluation to create programming that will promote women’s and men’s participation and ensures women benefit

from their participation. Projects are required to perform a gender analysis to identify gendered constraints and opportunities. The Women’s Empowerment in Agriculture Index (WEAI) will be used to identify critical constraints to women’s economic empowerment that can inform and adjust project and program design to more actively engage women in food security programming. Lessons from missions’ and partners’ experiences are shared across the agency and food security community through publications and learning events.

External Factors

Although USAID is investing in building capacity in gender, gender and agriculture, and among women in the agriculture field around the world, these investments tend to be long-term, and do not adequately address short-term gaps in these capacities in the general development community.



PROMOTE INCLUSIVE ECONOMIC GROWTH,
REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Country Snapshots



❑ Afghanistan’s PROMOTE program to provide educated young women with enhanced technical and leadership skills to facilitate entry and advancement into mid/high level positions in government, the private sector and civil society over the next five years.

❑ Pilot project being launched to test multi sector approaches to child marriage prevention in **Bangladesh** that include health, education and legal components; a major focus will be community sensitization, involving local religious authorities, media, local NGO and civil authorities.

❑ Over \$10 million expansion in the **Democratic Republic of Congo** for efforts to support GBV survivors, granting them increased access to medical and psycho-social care, legal assistance, and income generating activities. Additionally, enhanced efforts promoting community awareness of, and response to GBV.

❑ Over 3,300 women in **Haiti** to be trained and supported by USAID to manage natural

resources and better invest in crops that can generate income and stabilize hillsides as part of Feed the Future.

❑ Over 140,000 women in **Pakistan** increasing their income by 30-40% as part of the Entrepreneurs, Firms, and Baluchistan Agriculture projects.

❑ Launching three-year public-private partnership with **Chevron South Africa** and **Anglo-American** to support a gender-based microfinance program called Intervention with Microfinance for AIDS and Gender Equity (IMAGE). The program, combining microfinance with a gender and HIV training curriculum, aims to improve women’s financial independence, reduce vulnerability to HIV and gender-based violence, and foster wider community mobilization.

❑ USAID is helping the **Tanzania** government advance efforts to increase women’s land rights, access to credit, and decision-making authority over household income and assets.



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Performance Goal 1.2.3

By September 30, 2017, effectively support an increased number of countries with people and places historically subject to recurrent crisis to become more resilient by reducing chronic vulnerability and facilitating inclusive growth.

Impact Statement

Enhancing the resilience of people and places subject to recurrent crisis will reduce the substantial humanitarian, developmental and economic costs associated with these crises expressed in terms of lost lives, livelihoods, dignity and aspiration, constrained economic growth and the need for repeat, large-scale humanitarian response respectively.

Overview

In late 2011 and early 2012, building resilience to recurrent crises emerged as a shared, cross-bureau priority within USAID. This was prompted by large-scale humanitarian emergencies in the Horn of Africa and Sahel and the collective recognition by USAID, other donors, governments, regional institutions, and a wide array of humanitarian and development partners that continuing to treat recurrent crises as acute emergencies - and chronic vulnerability as a perpetual humanitarian risk - is extremely costly.

This cost includes loss of lives, livelihoods, dignity and aspiration, with the famine in Somalia providing an extreme and devastating example. Recurrent crises also negatively impact national and regional economies as evidenced by the estimated \$12.1 billion in losses associated with drought in Kenya between 2008 and 2011. Finally, the \$1.5 billion the U.S. government contributed to support humanitarian efforts in the Horn and Sahel in 2011-2012 alone speaks to the economic cost of recurrent crisis in budget terms, as does the fact that 75 percent of USAID's humanitarian spending over the last decade was spent in just 10 countries.

The challenges of building resilience to recurrent crisis are significant. First and foremost, people and places at the intersection of chronic (and deep) poverty and exposure to risk and, as a result, subject to recurrent crisis have been historically treated as a perpetual humanitarian risk, and otherwise neglected by development actors. To address this head-on, USAID has put building resilience to recurrent crisis in the Horn, Sahel and elsewhere firmly on both its development and humanitarian agendas by leveraging of humanitarian and development perspectives and resources through joint analysis, planning and sequencing, layering and integration of programs to build resilience in areas targeted by these efforts.

A second major challenge made explicit in USAID's efforts to build resilience to recurrent crisis is that recurrent shocks such as droughts have become a perennial feature of these landscapes – not anomalies. The impacts of these shocks and associated vulnerabilities to them are exacerbated by stresses from demographic trends, conflict, and climate change. To address this, reducing and managing risk and building adaptive capacity figure prominently in facilitating inclusive growth as central programmatic and policy aims.



**PROMOTE INCLUSIVE ECONOMIC GROWTH,
REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY**

The United State is also at the forefront of helping to drive enhanced coordination, planning, and integration of efforts to address these and other challenges associated with building resilience to recurrent crisis among other development and humanitarian actors including governments, regional institutions, other donors, UN agencies, NGOs, academic institutions, the private sector, and civil society.

Key Indicator: Percentage of Host Country and Regional Teams and/or Other Stakeholder Groups Implementing Risk-Reducing Practices/Actions to Improve Resilience to Natural Disasters as a Result of USG Assistance within the Previous 5 Years

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				20%	20%
Actual	5%	17%	17%		

Key Indicator: Number of People Trained in Disaster Preparedness as a Result of USG Assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				16,805	11,902
Actual	12,396	26,768	28,647		

Achieving the Performance Goal

Strategies

USAID’s flagship efforts to build resilience to recurrent crisis are focused on the Horn of Africa and the Sahel where devastating droughts in 2011-12 underscored the extent of large and growing resilience deficits. The strategies in each of these regions employ multi-sector programmatic and policy efforts aimed at expanding economic opportunities, strengthening governance (broadly conceived) and improving health and nutrition outcomes. Disaster Risk Management figures centrally in

the governance component of each strategy alongside conflict management and Natural Resource Management, reflecting the need to simultaneously prepare for the next drought or shock while addressing the underlying causes of chronic vulnerability and current resilience deficits. These efforts are linked to the broader efforts of regional institutions and national governments which USAID has also helped to facilitate.



PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Drawing on the lessons learned from these efforts, USAID is expanding resilience-building efforts in the greater Horn of Africa region and in Asia, as well as in fragile states contexts.

U.S. efforts to address the broader issues of post-conflict recovery and transition from humanitarian assistance to development programming through deliberate planning in select countries is an important element of the strategy.

In 2011, the Department of State and USAID instituted discussions focused on enhancing planning and coordination between humanitarian bureaus at State and USAID and with regional bureaus in support of making transitions from humanitarian assistance to development programming in select countries. The Relief to Development Transitions (R2DT) effort encourages planning at the time of budget formulation, coordination of humanitarian and developmental programming, and reporting on

efforts that assist political, economic and social transitions in 10 focus countries. Attributions to R2DT include programs that support resilience, risk reduction, disaster preparedness, peacebuilding or conflict resolution, and efforts that extend or adapt development programs into areas or populations formerly supported only through humanitarian assistance.



STRATEGIC OBJECTIVE 1.2

PROMOTE INCLUSIVE ECONOMIC GROWTH, REDUCE EXTREME POVERTY, AND IMPROVE FOOD SECURITY

Additional Evidence Measuring Achievement of the Objective

Proportion of countries with focused resilience zones that have exhibited reduced depth of poverty rates within those zones

	FY 2015
Target	50%

Primary net enrollment rate

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				83%	84%
Actual	81.80%	82%	83%		



BUILD A NEW STABILITY IN THE MIDDLE EAST AND NORTH AFRICA

Performance Goal 2.1.1

By September 30, 2017, countries in the Middle East and North Africa will enter into and implement accords and protocols that facilitate increased trade and investment.

Impact Statement

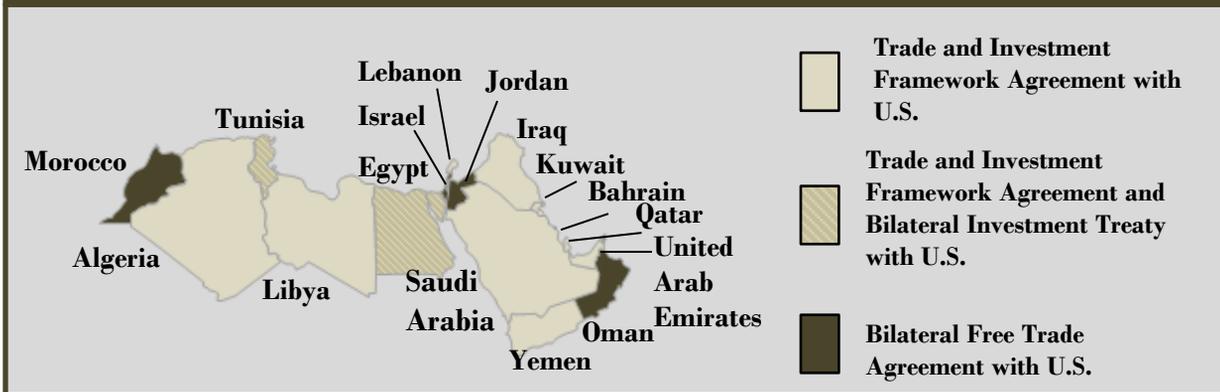
Increased trade and investment create jobs, support equitable and sustainable economic growth, and benefit U.S. business.

Overview

Unsustainable fiscal policies, challenging business environments, and political instability in the Middle East and North Africa (MENA) all hinder increased trade and investment. The United States will promote the economic reforms necessary to combat those challenges, including by helping countries to improve their public financial management, undertake regulatory improvements, transition to more targeted and efficient social safety nets, and improve government transparency and accountability. We also will pursue bilateral and multilateral measures to reduce trade barriers and promote the region’s integration into the global economy, including trade and investment framework agreements, bilateral investment treaties, and

the MENA Trade and Investment Partnership (MENA-TIP). Progress on these efforts will lead to increased trade and investment, ultimately creating jobs, facilitating economic stability, and laying the foundation for broad-based economic growth in the region. Businesses in the United States will benefit from expanded trade and investment opportunities created by improved business climates and more open markets. Because trade and investment are affected by regional and domestic stability, improved governance and transparency, and the rule of law, measuring progress on this performance goal can also provide an indirect indication of broader trends in the region.

U.S. – MENA Trade and Investment Agreements



Source: Congressional Research Service, U.S. Trade and Investment in the Middle East and North Africa: Overview and Issues 2013



BUILD A NEW STABILITY IN THE MIDDLE EAST AND NORTH AFRICA

Key Indicator: Number of country programs that aim to decrease youth unemployment rates

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target		7	7	7
Actual	7			

Key Indicator: MENA region Trade Accords and Protocols

	FY 2014	FY 2015	FY 2016	FY 2017
Target	At least one country participates in exploratory talks on trade and investment protocols.	At least two countries participate in exploratory talks on trade and investment protocols.	Hold negotiating rounds with at least three countries on trade and investment protocols.	Conclude at least three new trade and investment protocols.



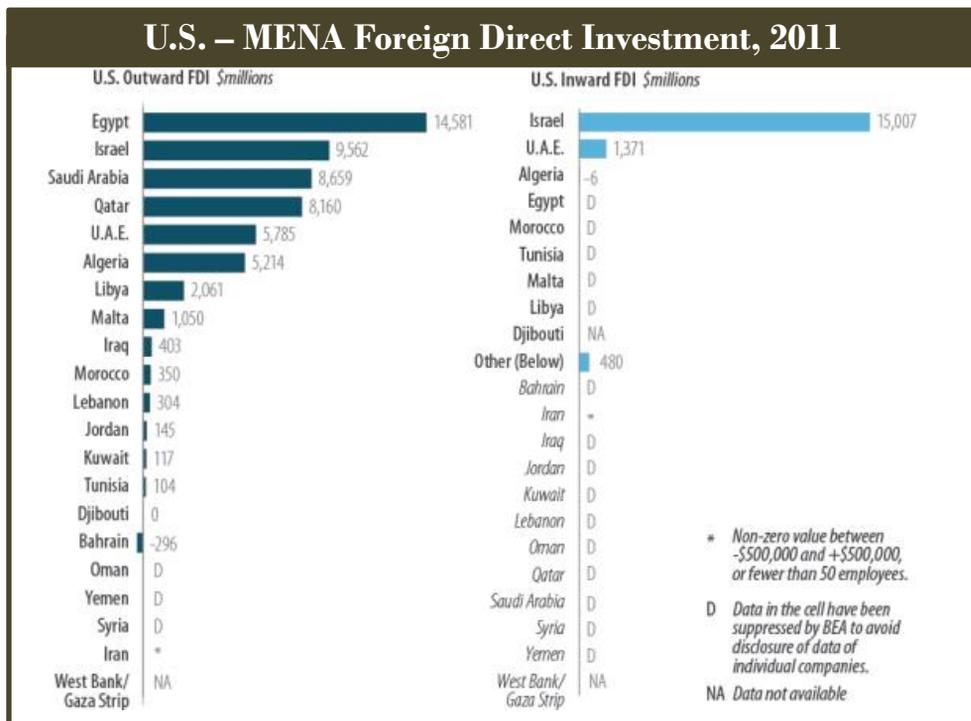
BUILD A NEW STABILITY IN THE MIDDLE EAST AND NORTH AFRICA

Achieving the Performance Goal

Strategies

Given the diversity of current U.S. trade and investment relations and the diverse economic situations facing countries in the region, the U.S. will seek to initiate new and enhanced trade and investment frameworks and dialogues, take advantage of those that already exist, and encourage reforms that will prepare countries to enter into or more effectively implement accords. The Department will actively engage the interagency, the private sector, Congress, and other interested stakeholders as part of this strategy, and their feedback will be incorporated into U.S. government decision-making. The Department will implement its strategies through:

- Actively utilizing existing trade and investment frameworks, such as Trade and Investment Framework Agreements and Bilateral Investment Treaties, to identify and achieve tangible outcomes that advance trade and investment goals.
- Working with MENA governments to increase their use of existing trade preference programs, such as Qualifying Industrial Zones (QIZs).
- Working with regional governments to improve and align domestic political and economic policies and regulations to ease the entry of foreign businesses into local markets, facilitate trade and investment, and further lay the economic foundation necessary for entering into new bilateral trade accords.
- Leveraging bilateral strategic dialogues to advocate for reforms needed to promote stable, open markets.
- Expanding and revitalizing MENA-TIP to incorporate other countries in the region, and encouraging current MENA-TIP partners to sign and implement remaining MENA-TIP agreements.
- Working closely with U.S. Trade Representative (USTR) to assess with which countries we are in a position to pursue new protocols and agreements and to resolve outstanding issues with countries with which Free Trade Agreement (FTA) negotiations have been placed on hold.

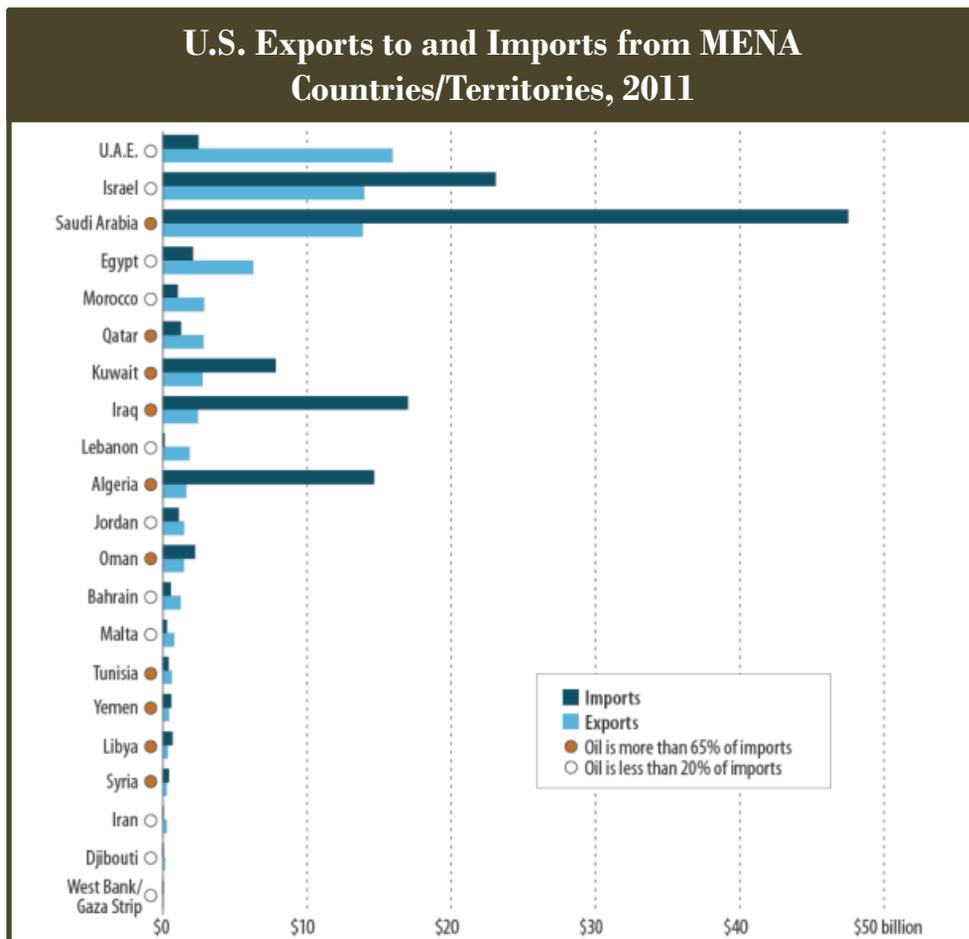


Source: Congressional Research Service, U.S. Trade and Investment in the Middle East and North Africa: Overview and Issues 2013



BUILD A NEW STABILITY IN THE MIDDLE EAST AND NORTH AFRICA

- Encouraging countries to work with the IMF, World Bank, and other international development banks to create and implement economic reform plans, including by leveraging U.S. financial or programmatic incentives to encourage successful implementation of reforms that facilitate increased business and investor confidence.
- Providing technical and programmatic assistance to countries to improve the capacity to integrate into global markets.
- Engaging wealthy oil-exporters in the region, as well as multilateral and international stakeholders, to leverage their assistance to economically vulnerable economies to achieve practical, economically stabilizing reforms.
- Effectively deploying U.S. sovereign loan guarantees that include conditions that reinforce and complement the commitments in the beneficiary country's economic reform plan established with the IMF, World Bank, or other development banks.
- Working closely with the private sector to determine areas that demand more U.S. government attention, to encourage them to form more productive relationships with host governments in order to encourage growth-inducing reforms, and to foster environments such that the private sector can better leverage its tools to create needed jobs
- Advocating on behalf of U.S. companies and actively engaging with governments when tender processes are not fair and transparent.



Source: Congressional Research Service, U.S. Trade and Investment in the Middle East and North Africa: Overview and Issues 2013



REBALANCE TO THE ASIA-PACIFIC THROUGH ENHANCED DIPLOMACY, SECURITY COOPERATION AND DEVELOPMENT

Performance Goal 2.2.1

By September 30, 2017, U.S. diplomatic engagement and assistance will achieve key steps toward achieving trade and investment liberalization and regional economic integration in the Asia-Pacific, including through the Trans-Pacific Partnership, ASEAN economic community, the Lower Mekong Initiative, and APEC.

Impact Statement

Expand trade and investment within the region and with the United States in order to foster broad-based economic growth and support U.S. jobs.

Overview

The United States “rebalance” to the Asia-Pacific reflects the recognition that the future security and prosperity of our nation will be significantly defined by events and developments in that region. The State Department’s economic engagement in the Asia-Pacific is a key element of the U.S. rebalance policy. Trade and investment liberalization and improved economic integration will support growth and stability in the region, and create job opportunities here at home. The Asia-Pacific is home to some of the world’s largest and fastest growing economies, but also is a region marked by differing levels of development and divergent

standards, regulations, and trade and investment regimes. Some of these differences present barriers to trade and investment, including patchy and unclear regulatory frameworks and unnecessary red tape, which raise the difficulty and costs of doing business. State Department and USAID activities within the Asia-Pacific Economic Cooperation (APEC) forum, and Association of Southeast Asian Nations (ASEAN), the Lower Mekong Initiative (LMI), and in support of the Trans-Pacific Partnership (TPP) negotiations, aim to overcome these challenges and foster greater regional economic integration.



Trans-Pacific Partnership

Currently negotiating TPP:

Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, the United States, and Vietnam.

TPP partners together represent the largest market for U.S. goods and services exports.



REBALANCE TO THE ASIA-PACIFIC THROUGH ENHANCED DIPLOMACY, SECURITY COOPERATION AND DEVELOPMENT

Achieving the Performance Goal

Strategies

Given the long-term nature of the goal, the Department of State and USAID have adopted a multi-pronged strategy that focuses on short-term and long-term diplomatic engagement and development activities. The Department actively engages Congress, the private sector, non-governmental organizations, and other interested stakeholders on this strategy, and incorporate feedback into U.S. government decision-making. At the technical level, the Department, USAID, and others will implement these strategies through:

- Diplomatic engagement in support of U.S. TPP negotiating objectives.
- Identifying and carrying out activities that reduce barriers to trade with and among APEC and ASEAN economies.
- Utilizing U.S. government and business expertise to support rules-based trade and promotes U.S. interests, including, but not limited to, work with the National Center for APEC (NCAPEC) and the U.S.-ASEAN Business Council.
- Demonstrating the benefits of free trade and harmonization of regulations with international standards.
- Strengthening the capacity of APEC and ASEAN member economies to improve and align domestic policies and regulations.
- Identifying and achieving tangible outcomes in APEC that promote human security and economic growth by addressing barriers to trade and investment and thereby enables all citizens of the APEC region to fully participate in global trade.

<p>East Asia Pacific Economies are Key U.S. Trading Partners</p>	<p>26% of total U.S. goods exports in 2013</p>	<p>25% of total U.S. services exports in 2012</p>	<p>U.S. foreign direct investment stock in the East Asia-Pacific totaled \$622 billion in 2012</p>
	<p>\$406 billion in U.S. goods exports to East Asia-Pacific in 2013</p>	<p>\$158 billion in U.S. services exports to East Asia-Pacific in 2012</p>	<p>Foreign direct investment stock in the United States from East Asia-Pacific economies totaled \$422 billion in 2012</p>



REBALANCE TO THE ASIA-PACIFIC THROUGH ENHANCED DIPLOMACY, SECURITY COOPERATION AND DEVELOPMENT

- Increasing the capacity of economies hosting APEC and chairing ASEAN to provide the logistical, policy, and substantive leadership needed to advance work in these institutions.
- Supporting development of energy policies in the region that promote greater reliance on affordable, secure, and cleaner energy supplies, driven by U.S. trade and investment.
- Enhancing the APEC Secretariat’s institutional capacity for long-term, strategic planning and management.
- Coordinating and targeting messaging of priorities at high-level meetings and summits, including advocacy for ambitious but attainable outcomes/targets.
- Directing public diplomacy programming to highlight and support U.S. government economic priorities in the region, and strengthen understanding of U.S. policies in the region.
- Within the context of increased economic integration in ASEAN, expedite cargo clearance by connecting and integrating National Single Windows (NSWs) of ASEAN member states through the regional ASEAN Single Window (ASW).

**Milestones
Toward Achieving
the Performance
Goal**

	TPP	APEC	
	By the end of CY 2014, negotiations are completed to establish the TPP trade and investment agreement.	By the end of CY 2015, APEC economies improve supply chain performance in the region by 10 percent.	By the end of CY 2015, APEC economies improve the ease of doing business by 25 percent.
ASEAN			
	By the end of CY 2016, ASEAN Single Window is launched and transitioned to ASEAN or another third party for sustained operations in order to standardize customs procedures and expedite cargo clearance across ASEAN.	By the end of CY 2016, ASEAN Online Small- and Medium-Sized Enterprises (SME) Academy is established to strengthen business skills and exporting capabilities..	By the end of CY 2017 ASEAN adopts a multi-year investment facilitation work plan.



STRATEGIC OBJECTIVE 2.2

REBALANCE TO THE ASIA-PACIFIC THROUGH ENHANCED DIPLOMACY, SECURITY COOPERATION AND DEVELOPMENT

Key Indicator: Percentage of participants in U.S.-funded APEC capacity building activities responding that they applied trade and investment liberalization practices.

	FY 2014 Baseline	FY 2015	FY 2016
Target	New survey question. FY 2014 will be baseline year. Future targets will be published in FY 2016 APP.		

Percentage of participants in U.S.-funded APEC capacity building activities responding that laws, regulations or processes in their home economy have changed as a result of the trade and investment liberalization practices shared.

	FY 2014 Baseline	FY 2015	FY 2016
Target	New survey question. FY 2014 will be baseline year. Future targets will be published in FY 2016 APP.		

Key Indicator: Number of technical meetings held with U.S. government support among U.S. government and Asian counterparts to strengthen mutual cooperation.

	FY 2014 Baseline	FY 2015	FY 2016
Target	FY 2014 will be baseline year. Future targets will be published in FY 2016 APP.		



PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

Performance Goal 2.3.1

By September 30, 2017, 75 percent of the most fragile countries in the world that receive at least \$50 million in combined Peace and Security and Democracy and Governance Foreign Assistance funding (using the 2011-2013 period as a baseline) will see a reduction in their fragility.

Impact Statement

Reduce armed conflict, increase citizen security, strengthen inclusive and accountable governing institutions, and build capacity for more effective and equitable delivery of services, particularly in countries of key U.S. national interest.

Overview

Nearly 90 percent of today's 49 conflict-affected countries worldwide exhibit significant fragility. Fragility refers to the relationship between the state and society, especially the extent to which state-society interactions fail to produce outcomes that are considered effective and legitimate. Fragility exists where those interactions lead to inadequate and ineffective provision of basic services (e.g. health, education, security, and economic well-being). State-society relations lack legitimacy wherever societal groups are marginalized and excluded, where governing institutions are held unaccountable, and where corruption is prevalent.

Fragility creates conditions that make armed conflict more likely. Illegitimate and ineffective institutions drive dysfunctional patterns of societal stress that give rise to grievance. In fragile environments, disagreements between societal groups are not addressed according to principles of openness, fairness, and transparency. The results lead to heightened vulnerability to armed conflict because the mechanisms to resolve disputes between groups non-violently are weak or non-existent.

The U.S. is not active in all of the countries exhibiting the highest levels of fragility.

However, where the U.S. is active, and where efforts address sources of fragility or conflict vulnerability, progress can be tracked against the goal of supporting country transitions out of fragility and reducing overall vulnerability to future armed conflict.



PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

Achieving the Performance Goal

Strategies

State and USAID seek to bring locally grounded, gender equitable analysis to countries where mass violence or instability looms and access for U.S. government personnel can be difficult. Conflict analysis draws on diverse sources, including diplomatic reporting, intelligence community analysis, and open source information from media reports, polling, local interviews, international expertise, and new tools that analyze “big data” sets to create a single picture that identifies the most important dynamics fueling instability. In every case, State and USAID will aim to produce actionable and prioritized policy and program options. The State Department and USAID will develop strategies and plans that address the sources of fragility, target the causes of

instability, and address high-risk periods such as contested political transitions. These strategies seek to focus the diplomatic and programmatic resources of the U.S. government or host nation on the few priorities that are most critical to preventing conflict or stabilizing states in the near to medium term. Partnerships with international, academic, and civil society actors, including women, are critical to our success in reducing conflict and increasing citizen security and safety.

Milestone Towards Achieving the Performance Goal

By the end of FY 2017, 75% of most fragile countries that receive at least \$50 million will see a reduction in their fragility.

Key Indicator: Percent of designated USAID focus countries in which foreign assistance resources are aligned with the U.S. National Action Plan on Women, Peace and Security.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target	54%	65%	75%	85%
Actual	54%			

Key Indicator: Number of New Groups or Initiatives Created through USG Funding with a Mission Related to Resolving the Conflict or the Drivers of the Conflict.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				14,296	492	342
Actual	440	17,148	12,733			



PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

Performance Goal 2.3.2

By September 30, 2017, the United States will increase the timeliness and effectiveness of responses to U.S. government-declared international disasters, responding to 95 percent of disaster declarations within 72 hours and reporting on results.

Impact Statement

Save lives, alleviate suffering, and minimize the economic costs of conflict, disasters, and displacement

Overview

Timely response to international disasters is a critical component of saving lives, alleviating suffering, and minimizing the economic costs of conflict, disasters, and displacement. USAID leads operations in response to humanitarian crises resulting from large-scale natural or industrial disasters, famines, disease outbreaks, and other natural phenomena. The State Department leads operations in response to political and security crises and conflicts, where there is a challenge to or a breakdown of authority resulting from internal or external conflict or destabilizing activities by state or non-state actors. Humanitarian response is designed to produce rapid results through the immediate provision of life-saving interventions, focusing on such issues as medical care, availability of potable water, provision of shelter, food, and protection.

post's disaster response efforts. USAID/OFDA has field offices in regional missions within Africa, Asia, Europe, and Latin America, and has staff deployed to numerous USAID missions around the globe able to rapidly deploy to any disaster site as needed. In Washington, USAID/OFDA duty officers are on call 24 hours a day, seven days a week, and are able to mobilize key staff for immediate response. Despite all of these strategies for timely response, external factors may affect the achievement of this Performance Goal, and may be beyond the ability of the Agency to control. For example, in some cases, severity of damage or security may affect how quickly U.S. government staff can arrive on the scene.

Achieving the Performance Goal

Strategies

USAID has numerous strategies in place to improve the ability of the U.S. government to provide a timely response to any internationally declared disaster. Each U.S. Embassy or USAID Mission has a designated Mission Disaster Relief Officer (MDRO) responsible for coordinating the



STRATEGIC OBJECTIVE 2.3

PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

Key Indicator: Percent of USG-declared international disasters responded to within 72 hours.

	FY 2014	FY 2015	FY 2016	FY 2017
Target	95%	95%	95%	95%

Key Indicator: Number of Internally Displaced and Host Population Beneficiaries Provided with Basic Inputs for Survival, Recovery or Restoration of Productive Capacity as a Result of USG Assistance.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				46,462,565	46,381,077
Actual	59,007,997	48,989,676	61,315,940		

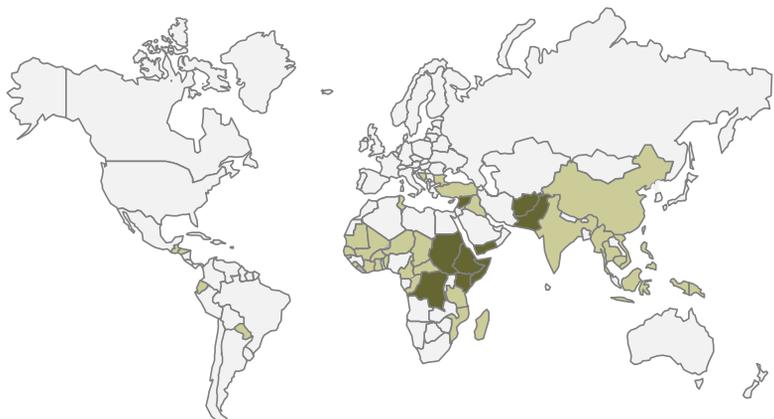
Key Indicator: Percent of Planned Emergency Food Aid Beneficiaries Reached with USG Assistance.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				93%	93%
Actual	93%	93%	90%		

Countries Receiving U.S. Foreign Disaster Assistance in FY 2012

In FY2012, USAID provided a total of nearly \$717 million in humanitarian assistance to support interventions in various sectors across 54 countries.

Source: [USAID's Office of U.S. Foreign Disaster Assistance](#)



Received up to \$20M

Received over \$20M



PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

Performance Goal 2.3.3

By September 30, 2017, the percentage of refugees admitted to the United States against the regional ceilings established by Presidential Determination will increase from an average of 90 percent from 2008 – 2013 to 100 percent.

Impact Statement

Save lives, alleviate suffering, and find durable solutions for thousands of refugees who cannot locally integrate or safely return to their home countries.

Overview

The United States actively supports efforts to provide protection, assistance, and durable solutions to refugees, as these measures fulfill our humanitarian interests and further our foreign policy and national security interests. Third-country resettlement is a key element of refugee protection and international efforts to find solutions to displacement when safe and voluntary repatriation to home countries and local integration into countries of first asylum are not possible. As the world's largest resettlement country, the United States welcomes the most vulnerable refugees from a diverse array of backgrounds, and the Department helps refugees resettle across the United States.

United Nations Refugee Agency's (UNHCR) resettlement capacity, principally through staffing complements and facility construction. To encourage greater burden-sharing, the United States also supports UNHCR's efforts to expand the number of countries active in resettlement, as well as the number of resettlement slots available. The Department of State works domestically with agencies participating in the Reception and Placement program to ensure that refugees receive services in the first 30 to 90 days after arrival in accordance with established standards. A number of factors create challenges for resettlement, including refugees' wide-ranging educational and employment histories.

Achieving the Performance Goal

Strategies

Where opportunities for return remain elusive, the United States and partners pursue local integration in countries of asylum. The Department of State seeks to use the U.S. Refugee Admissions Program to demonstrate U.S. leadership while encouraging other countries to do more to help refugees caught in protracted situations. The U.S. government provides financial support to expand and improve the



PREVENT AND RESPOND TO CRISES AND CONFLICT, TACKLE SOURCES OF FRAGILITY, AND PROVIDE HUMANITARIAN ASSISTANCE TO THOSE IN NEED

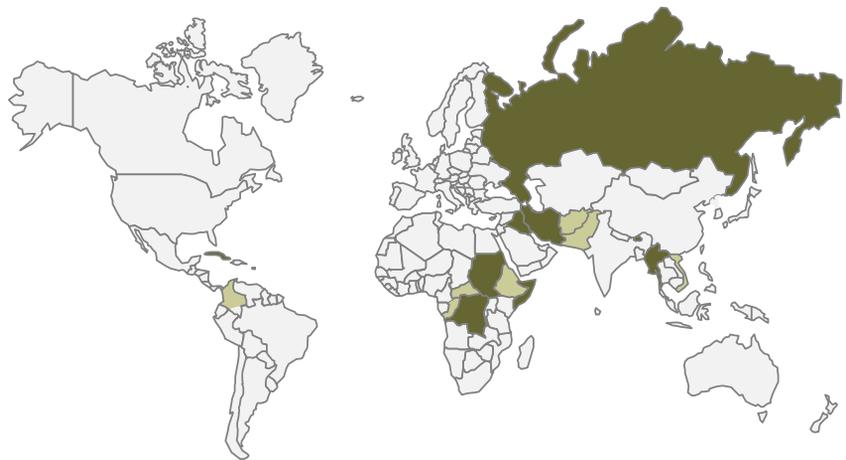
Key Indicator: Percentage of refugees admitted to the U.S. against the regional ceilings established by Presidential determination.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target				100%	100%	100%	100%
Actual	73%	80%	99.99%				

Refugee Admissions to the U.S. in FY 2012

The U.S. Refugee Admissions Program (USRAP) is a critical component of the U.S.’s overall protection efforts around the globe. On the occasion of World Refugee Day on June 20, both President Obama and Secretary Kerry re-affirmed the U.S. commitment to helping refugees and the importance of providing safe haven in the U.S. While starting life anew in the U.S. presents considerable challenges, it also creates unparalleled hope and provides opportunity for a new beginning for tens of thousands of persons each year. The support and assistance that average Americans provide to these newcomers greatly helps them integrate. Refugees add to America’s vitality and diversity by making substantial contributions to our economic and cultural life.

Source: [Bureau of Population, Refugees, and Migration](#)



■ 100 – 1000 Refugees to U.S. ■ Over 1000 Refugees to U.S.

Country	Arrival Number	Country	Arrival Number
Bhutan	15,070	Ethiopia	620
Burma	14,161	Afghanistan	481
Iraq	12,163	Pakistan	274
Somalia	4,911	Burundi	186
Cuba	1,948	Rwanda	157
Dem Rep Congo	1,863	Palestine	141
Iran	1,758	Central African Rep	136
Eritrea	1,346	Colombia	126
Former USSR	1,129	Congo	102
Sudan	1,077	Vietnam	100



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Performance Goal 2.4.1

By September 30, 2017, achieve key milestones to promote arms control and nonproliferation by implementing the President's Prague Agenda of steps toward a world without nuclear weapons; impeding missile proliferation threats; and strengthening implementation and verification of international arms control agreements.

Impact Statement:

Increase U.S. and international security by negotiating and implementing arms control agreements and ensuring their verification; strengthening the global nuclear nonproliferation regime; securing WMD and destabilizing conventional weapons and disrupting their proliferation; defending against ballistic missiles; and preventing terrorist acquisition of weapons of mass destruction (WMD).

Overview

To realize the President's long-term policy to seek the peace and security of a world without nuclear weapons, we must: ensure that weapons-usable nuclear material is secured worldwide; halt the proliferation of nuclear weapons and their delivery systems; heighten transparency into the capabilities of countries of concern; and develop verification methods and technologies capable of detecting violations of obligations and enforcement methods sufficiently credible to deter such violations. Specifically, among the arms control and nonproliferation priorities we will pursue are:

- Bolstering the Nuclear Nonproliferation Treaty (NPT), given Iranian and North Korean violations, and the entire global nuclear nonproliferation regime, given that traffickers and terrorists seek to acquire nuclear weapons.
- Preventing terrorists from acquiring weapons of mass destruction, particularly nuclear or radiological materials and biological agents.

- Protecting the United States, our deployed forces, and our allies and partners from the threat of ballistic missile attack.
- Destroying excess Man-Portable Air Defense Systems (MANPADS) and small arms and light weapons, securing and managing their inventories, and controlling their proliferation to unstable regions and terrorists.
- Reducing the impact from the accumulation of destabilizing conventional weapons.



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Achieving the Performance Goal

Strategies

The United States will work closely with countries around the world to prepare for successful NPT Review Conferences in 2015 and 2020, by seeking common ground on outstanding issues, such as how violators should be punished, and how to realize a Middle East WMD-Free Zone. The United States will work with Russia to ensure full implementation of the New Strategic Arms Reduction Treaty (START) and discuss further steps with Russia and other nuclear weapon states. The United States will work to enhance U.S. capabilities to monitor and verify compliance with these commitments, while also increasing the capabilities of the International Atomic Energy Agency (IAEA) so that it has authorities and modernized means to conduct inspections to ensure that nuclear material is not diverted to make nuclear weapons. We will continue to urge all states to adopt safeguards agreements and additional protocols with the IAEA. We will also help countries that forswear nuclear weapons and abide by their nonproliferation obligations benefit from the peaceful uses of nuclear energy. The United States will tackle the challenge of WMD terrorism by strengthening the capabilities of international institutions such as the IAEA and the World Health Organization; by strengthening the Global Initiative to Combat Nuclear Terrorism; and through foreign assistance programs. The United States initiated and continues to sustain the National Security Summit process, to galvanize the international

community to secure all vulnerable weapons-usable nuclear materials, and to ensure nuclear forensics and preventing nuclear smuggling receive special attention. We will continue to urge that all states ratify both the Biological Weapons Convention and the Chemical Weapons Convention.

The United States will continue to seek agreement with Russia on missile defense cooperation, and encourage placement of operational capabilities in Asia and the Middle East. We will work with members of the Missile Technology Control Regime to tighten its controls on transfers of technology and materials important for producing ballistic missiles and to encourage information exchange so that illicit transfers can be interdicted.

In order to address the issue of destabilizing accumulations of conventional weapons, the United States is working with Russia and the nations of Europe to modernize the existing arms control and confidence-building architecture for the 21st century. Internationally, the United States works with the Wassenaar Arrangement, a voluntary multilateral forum which coordinates national export controls on agreed munitions and dual-use items, and has signed the new Arms Trade Treaty.



STRATEGIC OBJECTIVE 2.4

OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Key Indicator: Number of countries that have signed, received Board of Governors approval of, and/or brought into force NPT/IAEA Additional Protocols (APs).

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target			2	3	3	2	2
Actual	17	13	9				

Key Indicator: Number of countries that have ratified the Amended Convention on the Physical Protection of Nuclear Material (CPPNM).

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target			5	7	3	2	2
Actual	8	7	12				

Key Indicator: Number of nuclear warheads reduced among the Non-Proliferation Treaty nuclear weapons states.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target		53	Targets to be published in FY 2016 APP.		
Actual	54				

Key Indicator: Number of ballistic missile defense interceptors deployed as part of regional missile defense approaches.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	0	0	24	24	24
Actual	0				

Key Indicator: Amount of Chemical Weapons Convention prohibited schedule chemicals decreased around the globe (in metric tons)

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	55,607 MT	59,914 MT	59,980 MT	50,000 MT	50,000 MT
Actual	56,247 MT				

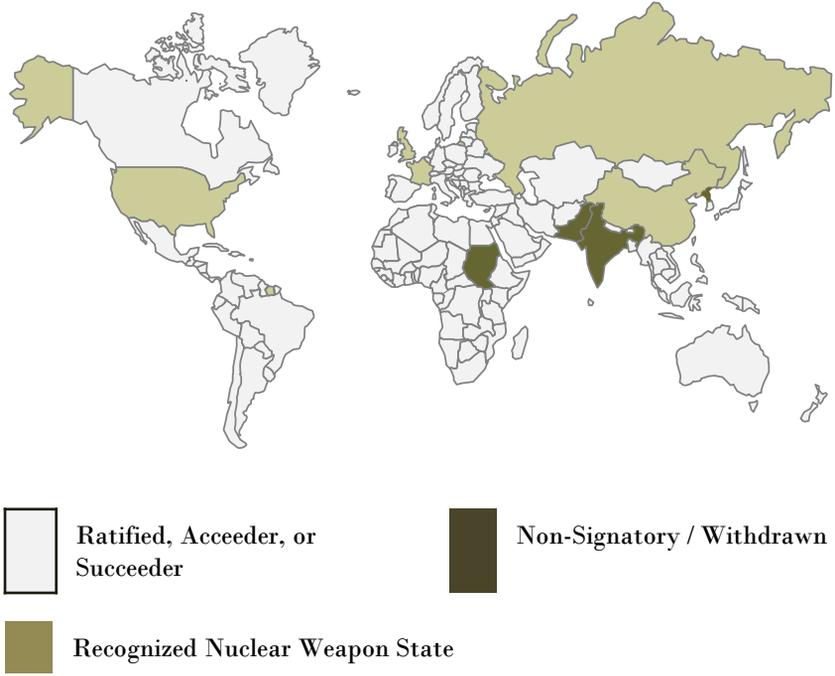


OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Participation in the Nuclear Non-Proliferation Treaty

The Treaty allows for the Parties to gather every five years to review its operation. The 2014 Preparatory Committee for the 2015 NPT Review Conference will take place at the United Nations headquarters in New York from April 28 – May 9 under the Non-Aligned Movement Chairmanship of Peruvian Ambassador Enrique Román-Morey. This will be the third meeting of the review cycle that will culminate in the 2015 NPT Review Conference.

Source: [Bureau of International Security and Nonproliferation](#)



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Performance Goal 2.4.2

By September 30, 2017, the U.S. government will strengthen civilian security by working with 40 partner country governments to build their capacity to address transnational organized crime and improve government accountability.

Impact Statement

Help partner nations extend the reach of justice, combat private and official impunity, and better protect vulnerable populations.

Overview

Transnational criminal networks challenge and undermine the legitimate authority of nation states and governing institutions, and destabilize vulnerable communities. Transnational criminal groups today are diverse in nature, engaging in human trafficking, as well as trafficking in drugs, intellectual property, wildlife, money, and weapons. Transnational and localized organized crime threatens the United States and the global community. It can be countered by strengthening the capacity of like-minded foreign governments to extend the reach of justice; detecting, investigating and prosecuting crimes; incarcerating criminals; and ultimately preventing violations of law and building a rule of law culture. Government institutions must be sufficiently competent, transparent, and accountable to carry out their respective functions. These institutions must also have the respect and support of the communities they serve.

There is no one-size fits all solution to transnational criminal threats. Every solution must be tailored to support specific objectives. The fluid nature of transnational crime, corruption, and human rights abuses should be addressed by utilizing a variety of tools, both programmatic and diplomatic, to undermine the criminal threat wherever it exists.

Challenges include: Evolving nature of threats; political instability in many countries; lack of political will; corruption; threats to the security of our implementers; flexibility to respond to changing threats; inadequate community engagement; and minimal involvement of marginalized or vulnerable populations.



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Achieving the Performance Goal

Strategies

U.S. government strategies, including the National Drug Control Strategy, the White House Strategy to Combat Transnational Organized Crime, the U.S. National Action Plan on Women, Peace and Security, the Presidential Policy on Security Sector Assistance, and strategies derived from the Trafficking Victims Protection Act of 2000, are guiding principles influencing this objective. The Department of State and USAID will continue to support U.S. national interests by promoting international anti-crime and anti-trafficking policies, and implementing criminal justice and wider rule of law programs bilaterally and through multilateral engagements. Our work will be undertaken in collaboration with our federal partners, international colleagues, civil

society, non-governmental and academic institutions, state and local government experts, and private industry. State and USAID will continue to support the Presidential Policy Directive on Security Sector Assistance (SSA) which established an interagency framework to plan, synchronize, and implement security assistance through a whole-of-government process.

Key Indicator: Number of countries and international organizations with which the U.S. has signed agreements to strengthen the criminal justice system, or the judicial, police or corrections sectors, in specific countries.

	FY 2014	FY 2015	FY 2016
Target	40	40	40

Key Indicator: Number of U.S. Government-Assisted Courts with Improved Case Management Systems.

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				917	339	291
Actual	742	702	1,344			



STRATEGIC OBJECTIVE 2.4

OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Key Indicator: Number of Domestic NGOs Engaged in Monitoring or Advocacy Work on Human Rights Receiving U.S. Government Support .

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				777	422	304
Actual	4,662	818	914			



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Performance Goal 2.4.3

By September 30, 2017, implement the U.S. International Strategy for Cyberspace in 50 countries through diplomatic engagement and development assistance.

Impact Statement

Improved collective cybersecurity, a significantly increased shared understanding in the international community about acceptable behavior in cyberspace, enhanced ability of states to fight cybercrime, and reduced effectiveness of terrorists' use of the Internet.

Overview

The 2011 U.S. International Strategy for Cyberspace envisioned an Internet which was “an open, interoperable, secure, and reliable information and communications infrastructure that supports international trade and commerce, strengthens international security, and fosters free expression and innovation.” To achieve this vision, “we will build and sustain an environment in which norms of responsible behavior guide states' actions, sustain partnerships, and support the rule of law in cyberspace.” In order to better secure cyberspace, the U.S. Government will work internationally, through both diplomatic engagement and development assistance, to promote international security in cyberspace through norms of behavior. It will also deter cybercrime by enhancing states' ability to fight cybercrime, including training for law enforcement, forensic specialists, jurists, and legislators, and promoting international cooperation and information sharing. It will develop and augment relationships with other countries to improve collective cybersecurity and disrupt terrorist attack planning, coordination, illicit financing, and other crimes committed online.

Strategies for Achieving the Performance Goal

The State Department has led the creation of regional cyber strategies to implement the U.S. International Strategy for Cyberspace, through intra-agency and inter-agency fora that facilitate coordination, monitoring, and augmentation of the implementation strategies and activities. The Department of State and USAID will lead efforts to secure cyberspace and expand the number of U.S. allies on cyber foreign policy through increased bilateral and multilateral diplomatic outreach and targeted capacity building. The United States will assist nations in their efforts to secure their infrastructure and to develop or mature their cyber policy, legal, and regulatory environments, in collaboration with the interagency, private sector, civil society, academia, and other allied nations.



OVERCOME GLOBAL SECURITY CHALLENGES THROUGH DIPLOMATIC ENGAGEMENT AND DEVELOPMENT COOPERATION

Key Indicator: Number of countries in which International Strategy for Cyberspace is implemented.

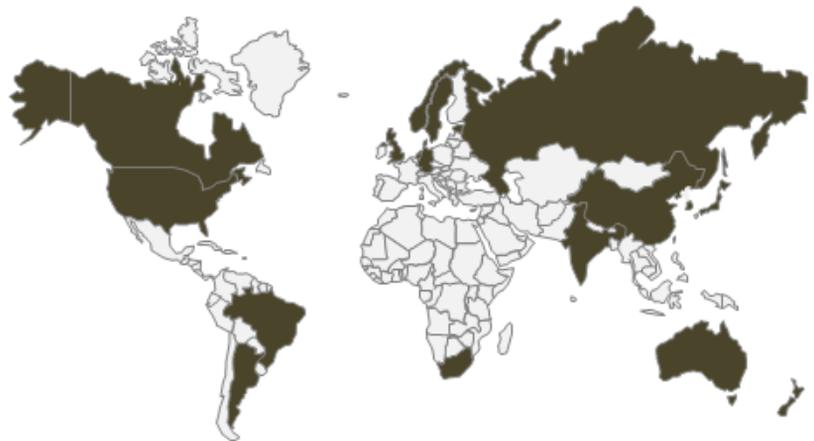
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	18	22	28	38	50
Actual	18				

Key Indicator: Percentage of countries with professionals that have successfully completed specialized cybersecurity training.

	FY 2014	FY 2015	FY 2016	FY 2017
Target	24%	48%	74%	100%

Regional Cyber Strategies

Regional offices have a leading role to play in coordinating with current close allies, identifying potential new allies, starting the cyber policy conversation with target governments and constituencies, leveraging existing and building new relationships, facilitating capacity building activities, reporting on progress, and following up after any bilateral or regional dialogues or trainings. To facilitate these activities, State and USAID are committed to assisting Posts in becoming sophisticated advocates of U.S. cyber foreign policies, enabling diplomats and development experts to engage with host countries on any level of cyber-development.



Countries with whom the U.S. has had regular engagement or significant accomplishment on at least 3 of the 6 cyber policy pillars.

Source:
[Bureau of Counterterrorism](#)



**STRENGTHEN AMERICA'S EFFORTS
TO COMBAT GLOBAL HEALTH CHALLENGES**

Performance Goal 2.5.1

By September 30, 2017, U.S. health assistance for combating HIV/AIDS will support progress in creating an AIDS-free generation by increasing the number of people receiving comprehensive, evidence-based HIV/AIDS prevention, care, and treatment services.

Impact Statement

Improve global health by supporting the global effort to create an AIDS-free generation.

Overview

The U.S. government is committed to making strategic, scientifically sound investments to help scale up HIV prevention, treatment, and care interventions, particularly in high-burden countries. In low- and middle-income countries around the world, recent studies reveal that HIV disproportionately impacts key populations and demonstrate the existence of concentrated epidemics in these groups.

The U.S. government's HIV/AIDS assistance is linked to that of other major bilateral and multilateral actors in the global response to AIDS. The U.S. government has been

instrumental in leading a reform agenda at the Global Fund to maximize the impact of its resources. The U.S. government hosted the Global Fund's Fourth Replenishment Conference in Washington, in December 2013, and it was the most successful replenishment in the Global Fund's history.

Success in achieving an AIDS-free generation will depend on a large number of actors including partner countries, donor nations, civil society, people living with HIV/AIDS, faith-based organizations, the private sector, foundations, and multilateral institutions.

35.3 MILLION
PEOPLE WORLDWIDE
ARE CURRENTLY
LIVING WITH
HIV/AIDS.



3.34 MILLION
CHILDREN WORLDWIDE ARE
LIVING WITH HIV. MOST OF THESE
CHILDREN WERE INFECTED BY
THEIR HIV-POSITIVE MOTHERS
DURING PREGNANCY, CHILDBIRTH
OR BREASTFEEDING.

95% OF NEW INFECTIONS OCCUR IN INDIVIDUALS
LIVING IN LOW-AND MIDDLE-INCOME COUNTRIES,
PARTICULARLY IN **SUB-SAHARAN AFRICA.**



STRATEGIC OBJECTIVE 2.5

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Key Indicator: Number of Adults and Children with Advanced HIV Infection Receiving Antiretroviral Therapy (ART)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target				Targets to be published in FY 2016 APP.		
Actual	3.9 million	5.1 million	6.7 million			

Key Indicator: Percent of HIV-positive pregnant women who received antiretrovirals to reduce risk of mother-to-child transmission

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target			60%	60%	60%
Actual	0%	58%			

**In FY 2013,
PEPFAR:**

Supported more than **12.8 million** pregnant women with HIV testing and counseling

Provided prevention of mother-to-child transmission (PMTCT) services to more than **780,000** HIV-positive women

95% of these babies were born HIV-free

Key Indicator: Number of Eligible Adults and Children Provided with a Minimum of One Care Service

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target				Targets to be published in FY 2016 APP.		
Actual	12.9 million	15.0 million	17.0 million			



STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Achieving the Performance Goal

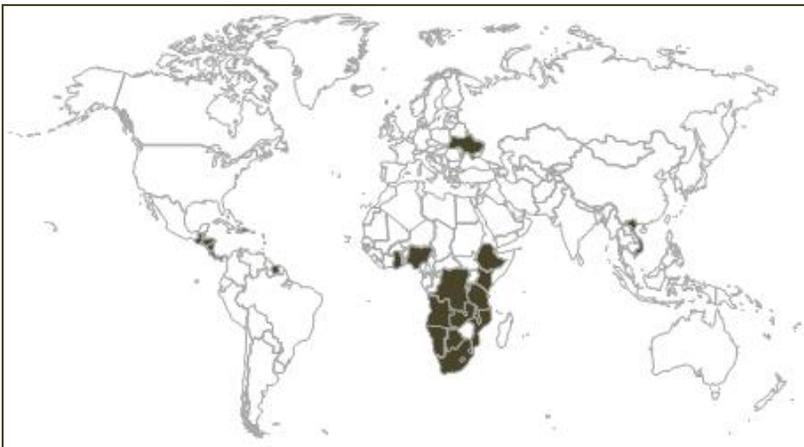
Strategies

The U.S. government will continue to implement programs related to the following interventions: prevention of mother-to-child transmission; antiretroviral treatment for people living with HIV; voluntary medical male circumcision for HIV prevention; and HIV testing and counseling, condoms, and other evidence-based and targeted prevention activities

Through programs like the Medical and the Nursing Education Partnership Initiatives, the U.S. government will continue to work with partner countries to ensure that they have the local capacity and systems in place to sustain efforts against the AIDS epidemic.

In September 2013, the U.S. Secretary of State launched PEPFAR Country Health Partnerships (CHPs), which are a natural evolution in the U.S. government's ongoing collaboration with partner countries to build successful and sustainable responses to AIDS.

The U.S. government will continue to expand and strengthen these partnerships, and civil society's ability to hold governments accountable to their populations and to foster the commitment of the private sector to promote health.



PEPFAR Partnership Frameworks

Angola, Botswana, Caribbean Region, Central America Region, Democratic Republic of the Congo, Dominican Republic, Ethiopia, Ghana, Haiti, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Swaziland, Tanzania, Vietnam, Zambia

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Agency Priority Goal on Global Health

By September 30, 2015, U.S. assistance to end preventable child and maternal deaths will contribute to reductions in under-five mortality in 24 maternal and child health U.S. Government-priority countries by 4 deaths per 1,000 live births as compared to a 2013 baseline.

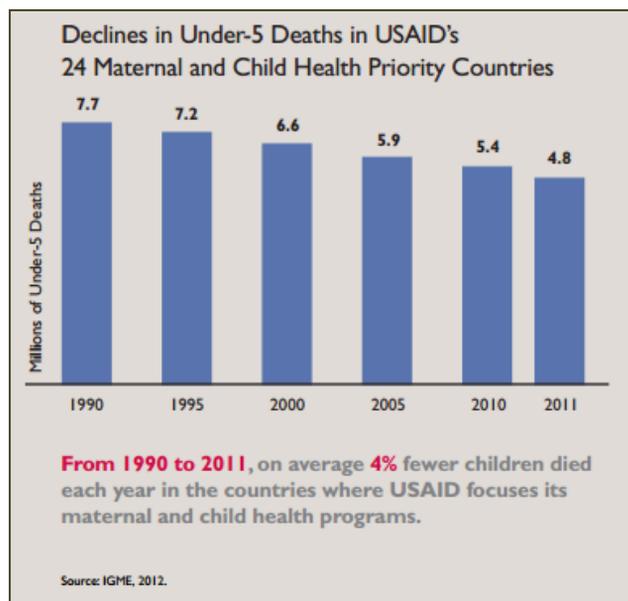
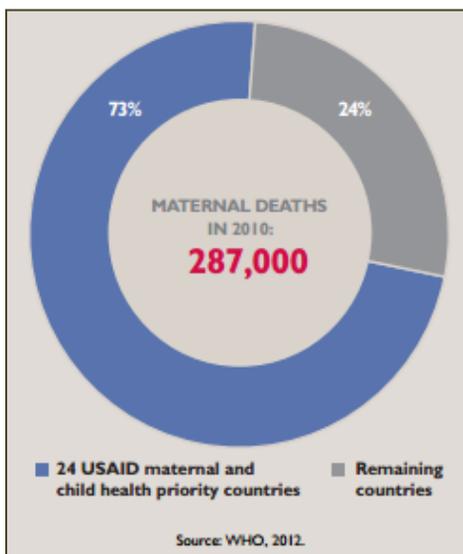
Impact Statement

Support the global effort to end preventable child and maternal deaths.

Overview

USAID, with its partners in the U.S. Government and the global community, is committed to the goal of ending preventable child and maternal deaths. While many challenges remain, today, more than ever, we are equipped with the tools and knowledge to reach this goal. The health of mothers and children around the world is linked to improvements in maternal health, which inherently affect child health. Over the past two decades, there has been a nearly 50 percent reduction in maternal deaths, from 543,000 in 1990 to 287,000 in 2010. Meanwhile, the annual number of under-five

deaths declined from 12.6 million in 1990 to 6.6 million in 2012. While under-five mortality is declining faster now than in the past two decades, with the annual rate of reduction more than tripling in 2005-2012 compared to the rate in 1990-1995, 18,000 children still die every day. The U.S. cannot act alone and in order to meet the Millennium Development Goal Four (Reduce Child Mortality) target by its agreed date of 2015, an additional 3.5 million children's lives above the current trend rate will need to be saved between 2013 and 2015.



STRATEGIC OBJECTIVE 2.5

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Key Indicator: Absolute change in under-five mortality rate

	FY 2014	FY 2015
Target	-2	-2

Key Indicator: Absolute change in modern contraceptive prevalence rate

	FY 2014	FY 2015
Target	+1	+1

Key Indicator: Percent of shipments of contraceptive commodities that are on time

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	90%	90%	90%	90%	90%	90%	90%	90%

Key Indicator: Annual total number of people protected against malaria with insecticide treated nets

	FY 2012 Baseline	FY 2013	FY 2014	FY 2015
Target			45,000,000	45,000,000
Actual	50,000,000	45,000,000		



STRATEGIC OBJECTIVE 2.5

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

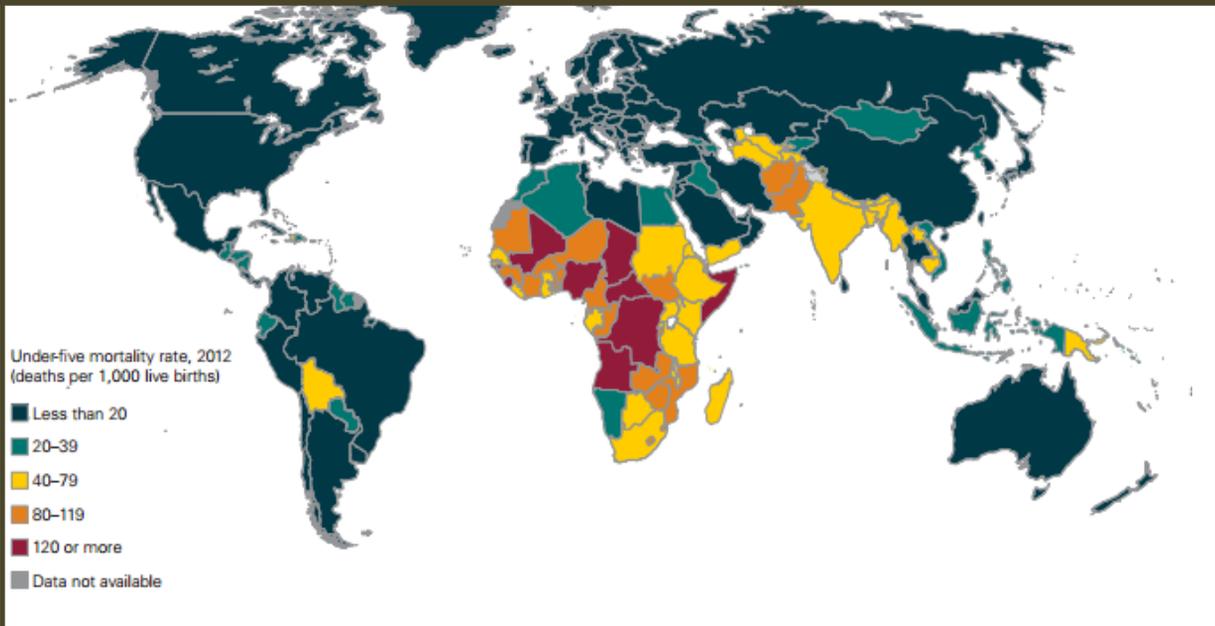
Key Indicator: Annual total percentage of births attended by a skilled doctor, nurse or midwife (skilled birth attendance in 24 maternal and child health-priority countries)

	FY 2011 Baseline	FY 2012	FY 2013	FY 2014	FY 2015
Target	49.4%	50.4%	51.5%	52.4%	53.4%
Actual	49.4%	51.6%			

Key Indicator: Annual total percentage of children who received DPT3 by 12 months of age (DPT3 contains diphtheria, pertussis (whooping cough) and tetanus)

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				61.10%	61.70%
Actual	59.90%	60.80%	60.40%		

Under-Five Child Mortality Rate in 2012



Source: World Health Organization



STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Achieving the Agency Priority Goal

Strategies

The June 2012 Child Survival Call to Action was a high-level forum convened by the governments of Ethiopia, India, and the United States, in collaboration with UNICEF, that challenged the world to reduce child mortality to 20 or fewer child deaths per 1,000 live births in every country by 2035. Reaching this historic target will save an additional 45 million children's lives by 2035. USAID used the momentum of the Child Survival Call to Action and its follow on initiative, A Promise Renewed, to increase its focus on five countries that collectively account for one-half of global child deaths: Ethiopia, the Democratic Republic of the Congo, India, Nigeria, and Pakistan. These governments are already sharpening plans and accelerating efforts to reduce maternal and child mortality; for example, Nigeria has committed \$500 million over four years to support frontline health workers and improve rural health facilities and Pakistan is developing a scorecard that will track progress at the federal and provincial level.

USAID programs have contributed to accelerated maternal mortality declines in 24 maternal and child health priority countries at an average rate of five percent per year, faster than the global average. Attendance at birth by a skilled provider has increased from 26.9 percent to 50.0 percent between 1990 and 2012, increasing access for women to life-saving interventions in some of the world's most challenging environments.

USAID's strategy to accelerate reduction in preventable maternal deaths includes the

promotion of respectful care and high-impact interventions for the major causes of death, especially postpartum hemorrhage and preeclampsia/eclampsia, strengthening health systems, and changing family and community behaviors to access maternity care. USAID programs take into account and address cultural and financial factors that limit utilization of life-saving care. Programs pay special attention to strengthening care during labor, delivery, and the first vital 24 hours postpartum, a particularly vulnerable time for women and their infants. Increasingly, USAID programs are incorporating new approaches and technologies, including mobile phones, to speed progress and improve the measurement of pregnancy outcomes.

As part of efforts to scale-up integrated care for children, USAID promotes low-cost, evidence-based interventions to reduce pneumonia and diarrhea mortality. By the end of 2012, through partnership with the GAVI Alliance, the pneumococcal conjugate vaccine was introduced in 24 countries and rotavirus vaccine in 12 countries. Many more countries are approved for and working to introduce pneumococcal and rotavirus vaccines by 2015. Other interventions to protect against pneumonia and diarrhea include exclusive breastfeeding and vitamin A supplementation, practices such as proper hand washing with soap, and improving the quality of drinking water and access to adequate sanitation.

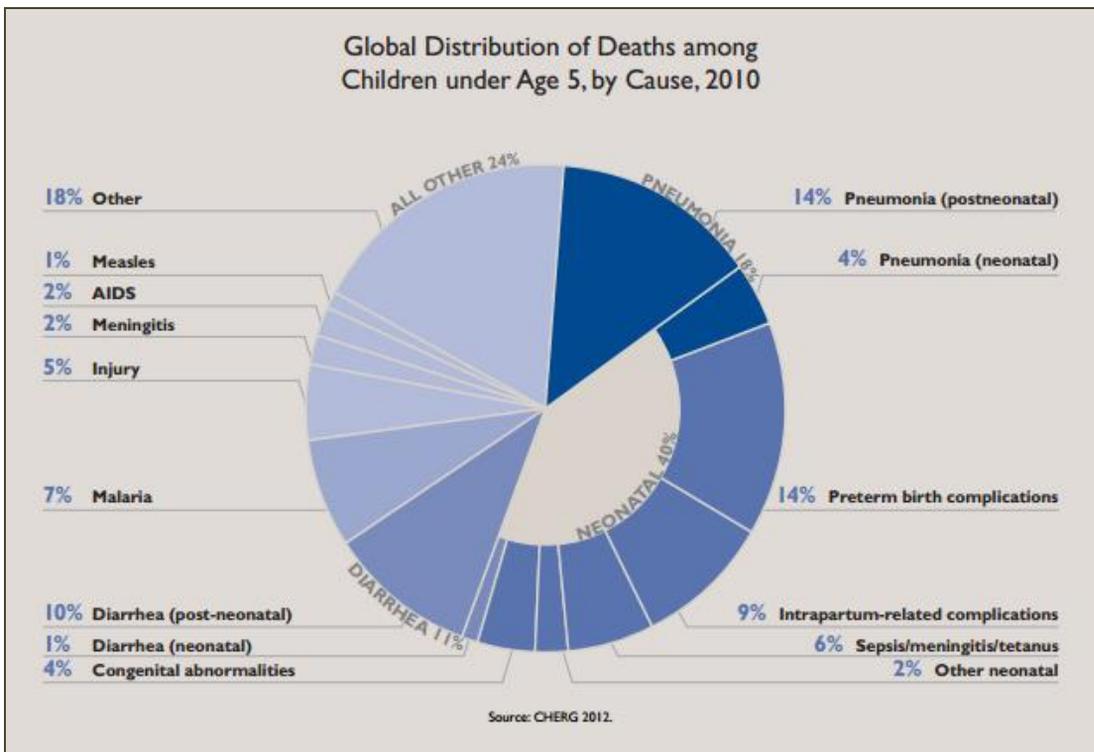


STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

In an effort to multiply the effect of key interventions, USAID continues to improve the treatment of pneumonia and diarrhea diseases by expanding the number and quality of frontline health workers who can treat pneumonia and diarrhea. With USAID support, health workers are integrating treatment and case management of these diseases into their daily work through appropriate use of antibiotics, oral rehydration salts (ORS), and zinc. Integrated community case management (iCCM) of childhood illness is one strategy to reduce morbidity and mortality in the under-five population by providing the delivery of high-quality services through community health workers to underserved and hard-to-reach populations. Many countries are still in the early stages of their iCCM programs, while a few countries have begun to implement the approach on a national scale. In three countries where USAID supported integrated

iCCM for pneumonia, diarrhea and malaria in 2012, more than 45,000 children under five with pneumonia were treated by trained facility or community health workers.

Most of the interventions needed to reduce child deaths are inexpensive and straightforward – provide children with bednets, vaccines, and oral rehydration solution and zinc; promote healthy nutrition during pregnancy; have mothers give birth with someone experienced by their side; support exclusive breastfeeding; use voluntary family planning to ensure healthy timing and spacing of pregnancies; and help a newborn baby breathe following birth. USAID’s long-term investments in these and other key interventions have been paying dividends towards promoting child survival.



STRATEGIC OBJECTIVE 2.5

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Additional Evidence Measuring Achievement of the Objective

Prevalence of Stunted Children under Five Years of Age

	FY 2014	FY 2015
Target	38.2%	37.60%

Prevalence of Anemia among Women of Reproductive Age

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target				37.90%	37.40%
Actual	41.40%	40.90%	38.50%		

Number of people gaining access to an improved sanitation facility.

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target			2,409,047	2,902,402	2,516,145
Actual	1,247,737	1,884,169			

Number of people gaining access to an improved drinking water source.

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target			3,317,709	4,552,293	3,734,678
Actual	3,239,752	3,131,707			

First Birth under 18

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target				21.40%	20.70%
Actual	24%	23.30%	22.50%		



STRATEGIC OBJECTIVE 2.5

STRENGTHEN AMERICA'S EFFORTS TO COMBAT GLOBAL HEALTH CHALLENGES

Number of Neglected Tropical Disease (NTD) Treatments Delivered through USG-funded Programs

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				190.0 million	195.0 million
Actual	186.7 million	103.8 million	169.5 million		

Case Notification Rate in New Sputum Smear Positive Pulmonary TB Cases per 100,000 Population Nationally

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target				130 per 100,000	130 per 100,000
Actual	115 per 100,000	120 per 100,000	129 per 100,000		

Percent of Registered New Smear Positive Pulmonary TB Cases That Were Cured and Completed Treatment Under DOTS Nationally (Treatment Success Rate)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target				88%	88%
Actual	86%	86%	87%		



STRATEGIC OBJECTIVE 3.1

BUILDING ON STRONG DOMESTIC ACTION, LEAD INTERNATIONAL ACTIONS TO COMBAT CLIMATE CHANGE

Agency Priority Goal on Climate Change

By the end of 2015, U.S. bilateral assistance under low emission development strategies (LEDS) will reach at least 25 countries (from the previous baseline of 22 countries) and will result in the achievement of at least 45 major individual country milestones, each reflecting a significant, measureable improvement in that country's development or implementation of LEDS. Also by the end of 2015, at least 1,200 additional developing country government officials and practitioners (from a baseline of 0) will strengthen their LEDS capacity through participation in the LEDS Global Partnership and that capacity will be meaningfully applied to 25 countries (from a baseline of 22).

Impact Statement

Enable economic growth concurrent with significant reductions in national emissions trajectories through 2020 and the longer term by supporting the development and implementation of LEDS.

Overview

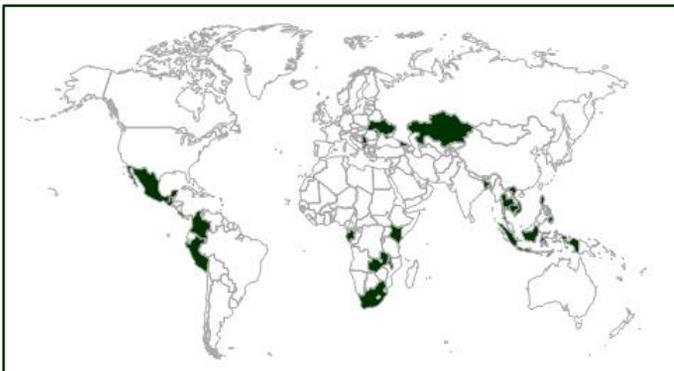
The focus of this Agency Priority Goal (APG) is to enable economic growth concurrent with significant reductions in national emissions trajectories through 2020 and the longer term by supporting the development and implementation of low emission development strategies (LEDS). Specifically, this APG measures the progress of Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) and the multilateral Low Emission Development Strategies Global Partnership (LEDS GP).

Through EC-LEDS, a multiagency U.S. Government team is working with partner countries to identify and advance effective

economy-wide LEDS.

The LEDS Global Partnership is a multilateral platform for enhanced coordination, information exchange, and cooperation among countries and international programs working to advance low emission climate resilient growth that the U.S. State Department founded.

Low-emission, climate-resilient sustainable economic growth is highlighted as a U.S. diplomatic and development priority in the U.S. National Security Strategy, the President's development policy, the President's Climate Action Plan, and the Quadrennial Diplomacy and Development Review.



EC-LEDS Country Partners

EC-LEDS country partners include Albania, Bangladesh, Cambodia, Colombia, Costa Rica, Gabon, Georgia, Guatemala, Indonesia, Jamaica, Kazakhstan, Kenya, Macedonia, Malawi, Mexico, Moldova, Peru, the Philippines, Serbia, South Africa, Thailand, Ukraine, Vietnam, and Zambia.



STRATEGIC OBJECTIVE 3.1

BUILDING ON STRONG DOMESTIC ACTION, LEAD INTERNATIONAL ACTIONS TO COMBAT CLIMATE CHANGE

Key Indicator: Number of officials and practitioners with strengthened capacity and knowledge through participation in the LEADS Global Partnership

	FY 2013 Baseline	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target		300	325	500	525	825	850	1100	1200
Actual	0								

Key Indicator: Number of major milestones achieved by partner countries as a result of U.S. assistance, each reflecting significant, measurable improvement in national frameworks for low emission development.

	FY 2014	FY 2015
Target	10	30

Key Indicator: Number of major milestones achieved by partner countries as a result of U.S. assistance, each reflecting significant, measurable improvement in LEADS implementation

	FY 2014	FY 2015
Target	4	15

Key Indicator: Number of countries in which USG technical assistance for LEADS has been initiated

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target	7	20	25	25
Actual	9	22		

STRATEGIC GOAL 3: PROMOTE THE TRANSITION TO A LOW-EMISSION, CLIMATE-RESILIENT WORLD
WHILE EXPANDING GLOBAL ACCESS TO SUSTAINABLE ENERGY



**BUILDING ON STRONG DOMESTIC ACTION,
LEAD INTERNATIONAL ACTIONS TO COMBAT CLIMATE CHANGE****Achieving the Agency Priority Goal*****Strategies***

The State and USAID climate change teams have developed the implementation strategy for this Agency Priority Goal through a series of interagency discussions and regular EC-LEDS management meetings convened by the USAID Global Climate Change Coordinator and the Deputy Special Envoy for Climate Change.

The U.S. Government’s work on LEDS has two primary components:

1. Providing targeted technical assistance and capacity building for LEDS. Examples of this assistance include: 1) supporting the development of new strategies and/or enhancing and strengthening existing strategies, 2) working with government and civil society partners to strengthen in-country human and institutional capacity, including through the provision of tools and approaches to assist with LEDS, and 3) supporting the implementation of LEDS. Additional examples of types of technical assistance provided include: greenhouse gas (GHG) inventory support, emissions and economic modeling and projections, policy analysis, and financing, as well as implementation planning and programs for specific low carbon growth options.
2. Promoting a shared global knowledge base on LEDS through the LEDS Global Partnership. The LEDS Global Partnership—a partnership of more than 100 countries and international programs—enhances coordination, information exchange, and cooperation to advance climate-resilient low emission growth. It does this through three regional platforms for cooperation and more than nine global working groups focused on issues ranging from designing and implementing LEDS, to measuring and assessing the impact of low emissions development pathways, to financing the implementation of low emission development policies and technologies.



STRATEGIC OBJECTIVE 3.2

PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

Performance Goal 3.2.1

By September 30, 2017, using 2013 baseline figures, increase U.S. diplomatic engagement to promote and expand membership of the International Energy Agency, International Renewable Energy Agency, and Extractive Industries Transparency Initiative and build their capacity to create foundations for sound energy policy and governance.

Impact Statement

Adapting and expanding the key institutions of global energy governance – the International Energy Agency (IEA), the International Renewable Energy Agency (IRENA), and the Extractive Industries Transparency Initiative (EITI) to include emerging economies that account for virtually all global energy demand growth is critical to fostering energy markets conducive to economic growth and to addressing climate change.

Overview

As energy demand shifts to the developing world, energy markets will need additional timely, verifiable, and transparent market data to guide investment decisions. Organizations such as the IEA, of which the United States is one of 28 member states, play an important role in augmenting market transparency through regular publication of energy data, forecasts, and best practices. It will be increasingly more important for institutions like the IEA to capture accurately data from developing countries so as to send markets correct signals, which will improve the investment climate as well for the transition to a clean global energy economy. In 2014, the International Energy Agency expressed its intention to initiate multilateral cooperation with key non-member partner countries, primarily major emerging economies. Deeper association in coming years can provide a means to work with these emerging economies in areas such as transparency, energy efficiency and renewable energy, as well as energy security. Also critical will be to support broader engagement with IRENA, which promotes the widespread adoption and use of all

forms of renewable energy. The expansion of the International Renewable Energy Agency will strengthen the adoption of renewable energy.

Changing dynamics in the world’s resources picture, including the rise in bridge fuels such as natural gas, increasingly affordable renewable technologies, and the emergence of new producers of traditional hydrocarbons, will transform markets as suppliers strive to meet rapidly growing demand. The transition to a clean energy global economy will call for capable institutions in energy-producing countries to responsibly manage their energy resources.

IEA	IRENA	EITI
28 members	130 members	25 EITI compliant countries

STRATEGIC GOAL 3: PROMOTE THE TRANSITION TO A LOW-EMISSION, CLIMATE-RESILIENT WORLD WHILE EXPANDING GLOBAL ACCESS TO SUSTAINABLE ENERGY



**PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY,
AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY**

The unique technical and economic factors associated with natural resource development are particularly prone to inefficiencies. Governments need both the capacity to manage these sectors responsibly, and the political will to do so. Improving the capacity of governments to understand the financial, legal/regulatory, environmental and social aspects of responsible sector management can also increase the efficient allocation of resources to the world’s growing energy sector. Global initiatives, such as EITI, create standards and expectations for transparency can help developing countries and emerging economies improve energy governance.

Key Indicator: The number of U.S. diplomatic engagements with key institutions of global energy governance

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		35	37	40	42
Actual	30				

Contextual Snapshot: International Renewable Energy Agency



Source: [IRENA](http://www.irena.org)



PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

Achieving the Performance Goal

Strategies



Leverage our role in energy-related international organizations to expand membership to account more closely for current global energy consumption patterns.



Support legal, regulatory, and policy environment conducive to cleaner energy investments.



Ensure responsible, transparent, and effective management of energy resources in the developing world.



Encourage greater engagement and interaction by developing countries with IRENA and EITI.



Through a multitude of bilateral strategic dialogues in the fields of energy and climate, significantly augment engagement with emerging energy consumers.



Domestic implementation of EITI. The United States believes that others will follow this lead, and will use bilateral diplomacy to encourage greater participation in EITI and similar transparency initiatives.



Work closely with multilateral institutions such as the World Bank, as well as with the private sector, and NGOs engaged on transparency issues.

PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

STRATEGIC GOAL 3: PROMOTE THE TRANSITION TO A LOW-EMISSION, CLIMATE-RESILIENT WORLD WHILE EXPANDING GLOBAL ACCESS TO SUSTAINABLE ENERGY

Performance Goal 3.2.2

By September 30, 2017, using 2013 baseline figures, increase the use of renewable energy and improve energy efficiency in developing countries as well as increase energy-related exports and investments in the Western Hemisphere through regional power interconnections. In Asia, U.S. diplomacy will significantly advance energy-related trade and investment through the U.S. Export-Import Bank and the Overseas Private Investment Corporation.

Impact Statement

U.S. access to global energy markets will create jobs in the United States, help diversify the global fuel mix as we bring to bear expertise in clean and renewable energy technologies, and radically reduce CO2 emissions through efficiency technologies ranging from smart grids to green buildings.

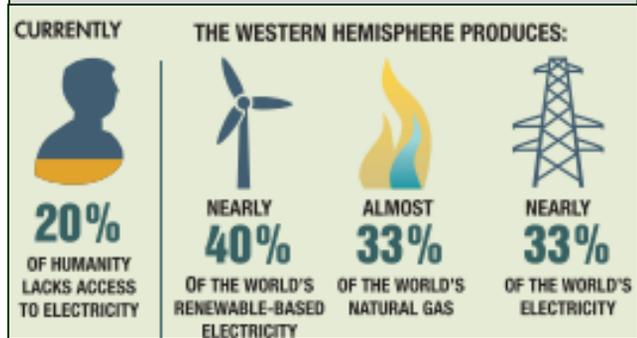
Overview

In the next 25 years, the world is going to need up to \$17 trillion in new investment to generate and transmit electricity. An energy transformation of this magnitude cannot be accomplished by governments alone; most of the needed investment will come from the private sector.

Paving the way for large-scale infrastructure investment is critical to accelerating market transformation and will provide significant export opportunity for U.S. energy technologies, equipment and other goods and services.

Moving from historic bilateral cross-border power trade agreements towards larger regional interconnection strategies requires multilateral engagement. The State Department will continue to use its bilateral, multilateral and regional diplomacy, and work through existing initiatives like the Energy and Climate Partnership of the Americas, to encourage progress in Connect 2022.

Connect 2022 is a hemispheric initiative, which establishes a decade-long goal to achieve universal access to electricity through enhanced electrical interconnections, power sector investment, renewable energy development, and cooperation.



STRATEGIC OBJECTIVE 3.2

PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

STRATEGIC GOAL 3: PROMOTE THE TRANSITION TO A LOW-EMISSION, CLIMATE-RESILIENT WORLD
WHILE EXPANDING GLOBAL ACCESS TO SUSTAINABLE ENERGY

Key Indicator: Total of electricity traded through the regional power market in Central America, which has been a focus of U.S. policy and technical assistance engagements to increase power sector integration (in GWh)

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		961.8 GWh	1442.7 GWh	1875.6 GWh	2250.7 GWh
Actual	506 GWh				

Key Indicator: Total of electricity imported and exported through regional power pools or through bilateral agreement (in MWh)

	FY 2014	FY 2015	FY 2016
Target	FY 2014 will serve as baseline. Future targets to be published in FY 2016 APP.		

Key Indicator: Total of public and private funds (in USD) leveraged by USG for energy projects

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				1.489 billion	154.501 million	205.436 million
Actual	26.247 million	1.114 billion	1.384 billion			

Key Indicator: Clean energy generation capacity installed or rehabilitated as a result of USG assistance

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target		250	Targets to be published in FY 2016 APP.	
Actual	29			



PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

Achieving the Performance Goal

Strategies

Support policies abroad that create an enabling environment for private sector investment.

Deepen engagement in the United Nations/World Bank Sustainable Energy for All initiative (SE4ALL), a public-private partnership which seeks to leverage and facilitate flows of private sector capital to increase energy access, increase the rate of energy efficiency and the share of renewable energy, and progress on this front can be advanced by 2017.

Encourage the establishment of financially viable electric power systems, through specific initiatives in the Western Hemisphere, Africa, and Asia.

Support regional transmission planning.

Foster the development of regional electricity grids and promote regulatory harmonization.

Why Connect 2022 Matters?

Interconnection expands the size of power markets, creating economies of scale that can attract private investment, lower capital costs, and reduce electricity costs for consumers, making business more competitive and creating jobs.

THE NEW GLOBAL ENERGY MARKET IS EXPECTED TO BE **\$6 Trillion** WITH 4 BILLION USERS

What is Connect 2022's impact?

Energy is at the nexus of national security, economic prosperity, and the environment. The State Department works to put energy diplomacy at the forefront of U.S. foreign policy.

200% INCREASE Electricity demand in Latin America and the Caribbean will double over the next decade

\$700 Billion in power sector investments

REQUIRING



STRATEGIC OBJECTIVE 3.2

PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

Performance Goal 3.2.3

Increase access to electricity for both urban and rural populations and facilitate at least 20 million new household and commercial connections in focus countries by 2020.

Impact Statement

Increase access to reliable, affordable, and cleaner electric power.

Overview

More than half of the citizens in sub-Saharan Africa (SSA) have no access to electricity. The International Energy Agency estimates that \$300 billion is needed between now and 2030 to bring about universal access to electricity in SSA. The magnitude of SSA's energy poverty is too great for government and donor funding to address alone. A lack of infrastructure and an uninviting policy and regulatory environment currently deters private sector energy investment, which is the critical enabler of electric sector development in SSA.

The President's 2012 strategy towards SSA seeks to alleviate poverty and spur economic development. In line with the President's strategy, USAID is addressing extreme poverty. The lack of access to power is one of the main impediments to economic growth, as well as a factor that limits progress under other development objectives such as health.

Power Africa is the whole of government initiative drawing on the expertise and services of 12 department and agencies intended to achieve the President's announced goal of adding 10,000 megawatts to the grid and bring access to 20 million households and businesses in six priority countries in SSA in support of the President's 2012 strategy for SSA.

Power Africa Focus Countries



STRATEGIC GOAL 3: PROMOTE THE TRANSITION TO A LOW-EMISSION, CLIMATE-RESILIENT WORLD WHILE EXPANDING GLOBAL ACCESS TO SUSTAINABLE ENERGY



STRATEGIC OBJECTIVE 3.2

PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY, AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY

Key Indicator: Number of new electric power connections as a result of USG assistance

	FY 2014	FY 2015	FY 2016
Target	20,600	Targets to be published in FY 2016 APP.	

Key Indicator: Number of MWs of USG supported generation transactions that have achieved financial closure

	FY 2014	FY 2015	FY 2016
Target	4,999	Targets to be published in FY 2016 APP.	

Achieving the Performance Goal

Strategies

Recognizing energy as a key driver of economic growth – both in terms of required resources to power commercial activity and the economic growth that investment in the energy sector propels – the U.S. government seeks to increase and accelerate SSA economic growth through increased access to reliable, affordable, and renewable electric power.

On June 30th, 2013, the White House announced the beginning of a new Presidential Initiative, called “Power Africa,” to address key elements within the 2012 U.S. Strategy Toward Sub-Saharan Africa by accelerating and diversifying SSA economic growth through increased generation and distribution of cleaner, reliable, affordable, and sustainable power. Power Africa seeks to unlock the region’s tremendous energy potential, including new discoveries of vast reserves of oil and gas, and the development of clean geothermal, hydro, wind and solar energy,

in order to accelerate economic growth. Power Africa will help countries responsibly develop newly discovered energy resources, expand power generation and transmission, and increase the reach of mini-grid and off-grid power solutions.

Power Africa has adopted a new, dual-track approach. The first, a focus on quickly closing key energy transactions, is reinforced by the second, focused energy sector reforms. This dual-track approach expedites near-term progress and tangible results on selected power projects to encourage improvements in energy governance leading to increased private investment. If successful, increased supply and demand for sustainable energy will open new markets and drive continued progress, investment, and reform.



**PROMOTE ENERGY SECURITY, ACCESS TO CLEAN ENERGY,
AND THE TRANSITION TO A CLEANER GLOBAL ECONOMY**

Although Power Africa's approach is to help ensure that key energy projects stay on track, a key goal is to encourage sustained private sector investment in energy infrastructure in lieu of public sector investment and ownership. Power Africa adopts a broad-based, value-added approach that leverages U.S. government strengths in energy technologies, transactions, and policy and regulatory reform to address energy sector gaps not covered by other actors and programs. Shifting the typical development paradigm to a transaction-centered approach provides host governments, the private sector, and donors with a focal point to galvanize collaboration, provide near-term results, and drive systemic change that will facilitate the development of future independent power producers (IPPs) and public private partnerships (PPPs).

Power Africa's success relies on the establishment of a robust network of U.S.-fostered partnerships that join together the U.S. government, African host-governments, and regional and international private sector investors to collectively and cooperatively tackle the financial, technological, policy, and regulatory barriers to energy sector development in SSA. The U.S. government will seek to leverage an increased US presence, investment, and leadership to promote alignment of the efforts of other partners. Ensuring the sustainable use of the available energy resources will require the combined and coordinated efforts of the U.S. government, African partner governments to deliver results, as well as the willingness and ability of private sector investors and donor countries to increase and focus their investments in Africa in a manner aligned with this strategy.

Power Africa will bring to bear a wide range of U.S. government tools to support investment in Africa's energy sector. From policy and regulatory best practices, to pre-feasibility support and capacity building, to long-term financing, insurance, guarantees, credit enhancements and technical assistance, Power Africa will provide coordinated support to help African partners expand their generation capacity and access. USAID and the National Security Council staff (NSC) lead interagency coordination efforts in Washington, DC. Each participating agency maintains its own mission, mandate, and authorities, while simultaneously focusing and linking their priorities and selected programs and activities toward achieving Power Africa's goals. Coordination and synchronization are achieved in the field through interagency teams at Posts. In Washington this is achieved through the "Power Africa Working Group" (PAWG). The PAWG was derived from the sub-Interagency Policy Committee on energy to identify and prioritize power projects in focus countries and to coordinate appropriate whole-of-government assistance packages. The PAWG is the focal point to coordinate SSA power project assistance, bringing together financing and technical assistance resources from across the U.S. government to expedite implementation of priority projects.



ENCOURAGE DEMOCRATIC GOVERNANCE AS A FORCE FOR STABILITY, PEACE AND PROSPERITY

Performance Goal 4.1.1

By September 30, 2017, identify and pursue democratic institution-building priorities in 20-25 countries where democratic institutions are weak or missing.

Impact Statement

Countries with freely elected, accountable, and representative governments contribute to a freer, more prosperous and peaceful world.

Overview

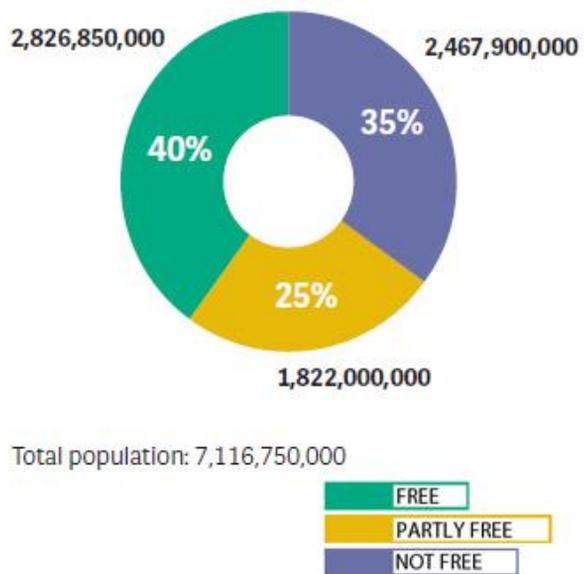
Countries with freely elected, accountable and representative governments contribute to a freer, more prosperous and peaceful world. Around the world, transitioning democracies are dealing with predictable setbacks in their quest for political change and stunted by the persistence of poor economic performance, social inequality and societal instability. New democracies that are not yet able to deliver effective governance and rule of law risk the reputation of the system as well as the support of its citizens. Countries under authoritarian rule are repressing civil society, which is the bedrock for any hope for change.

The State Department and USAID therefore work to strengthen democratic institutions and processes including through improved electoral administration, enhanced citizen oversight, and political party-building. Because there is no democracy without the inclusion of women and underrepresented groups, the U.S. government also works to ensure their full participation in every aspect of these processes. Strong, moderate, issues-based democratic parties are particularly integral to ensuring healthy political debate and progress that recognizes the importance of all voices in a society.

However, only a nation itself—its people—can truly bring about sustainable democracy within

its borders. Studies show that democratic progress can take decades, and setbacks are common. Consistent U.S. engagement is necessary to contribute to sustainable progress.

**FREEDOM IN THE WORLD*
GLOBAL STATUS BY POPULATION**



* Data from Freedom House's 41st edition of the *Freedom in the World Report*



STRATEGIC OBJECTIVE 4.1

ENCOURAGE DEMOCRATIC GOVERNANCE AS A FORCE FOR STABILITY, PEACE AND PROSPERITY

Key Indicator: Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				75	181
Actual	317	279	359		

Key Indicator: Number of USG-supported activities designed to promote or strengthen the civic participation of women

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				231	181	73
Actual	325	279	359			

Key Indicator: Number of Domestic Election Observers and/or Party Agents Trained with USG assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				27,984	14,600	15,250
Actual	9,006	29,323	41,302			

Key Indicator: Number of individuals/groups from low income or marginalized communities who received legal aid or victim's assistance with USG support

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				87,460	88,881	123,536
Actual	1,322	37,254	36,759			



ENCOURAGE DEMOCRATIC GOVERNANCE AS A FORCE FOR STABILITY, PEACE AND PROSPERITY

Achieving the Performance Goal *Strategies*

The promotion of human rights and democracy is one of the four pillars of the National Security Strategy and a Department mandate, as set forth in the Foreign Assistance Act, the *Advance Democratic Values, Address Nondemocratic Countries, and Enhance Democracy Act*, and other laws. Our partners are those government institutions and officials working for democratic progress on behalf of their countries and civil society organizations that are doing the same. Our senior officials engage publicly and privately both with countries eager for progress and those with non-democratic forms of governance. We also work with like-minded governments, the UN, particularly the Human Rights Council, the UNGA Third (Social, Humanitarian and Cultural Affairs) Committee, UN Special Rapporteurs, and regional mechanisms such as the OSCE and OAS to advance democratic ideals and to deter backsliding by governments. In accordance with the U.S. National Action Plan on Women, Peace,

and Security, we work to strengthen women's participation at all levels of the political process and at every level of government.

The United States is a member of other multilateral mechanisms, including the Community of Democracies, Open Government Partnership, the Freedom Online Coalition, and Equal Futures Partnership that provide additional avenues for supporting newer democracies and strengthening partners. Our assistance programs partner with U.S. and local implementers on a broad range of efforts to strengthen democratic institutions, including legislatures, local governments, courts, electoral management bodies, civil society organizations, independent media, civic activists, and issue-based moderate political parties. Our multi-stakeholder initiatives include like-minded countries and foundations that are a source of funding for rapid response funds and corporations that are potential drivers for change.



ENCOURAGE DEMOCRATIC GOVERNANCE AS A FORCE FOR STABILITY, PEACE AND PROSPERITY

Performance Goal 4.1.2

By September 30, 2017, the Fiscal Transparency Innovation Fund will support projects that assist central governments or non-governmental organizations working to improve fiscal transparency in at least five countries assessed as not meeting the minimum requirements under the Fiscal Transparency Review process.

Impact Statement

Greater central government fiscal transparency and civil society’s improved capacity to advocate for fiscal transparency will increase government engagement with, and accountability to, citizens.

Overview

Governments that are transparent and accountable are more likely to serve as prudent stewards of public finances and meet citizens’ needs. They also provide a conducive environment for democracy, stability and prosperity. The United States, through diplomacy and complementary assistance programs, supports efforts to improve fiscal transparency and reduce corruption. President Obama made it a priority to support sound public financial management in our foreign policy and development assistance goals in a March 2011 speech, where he encouraged partner countries to promote fiscal transparency, improve tax administration, and fight corruption. The U.S. government further

supports these goals through the Congressionally-mandated Fiscal Transparency Review Process, technical assistance programs, and our work on anti-corruption and anti-bribery. U.S. assistance will focus on civil society organizations, partner agencies, and others that seek to remedy weaknesses in public financial management – particularly in countries found non-transparent under Fiscal Transparency Review Process. U.S. government engagement on these issues is crucial to creating an open and democratic environment where citizens have a role in influencing budgetary decisions and holding their government accountable.

FY 2012 Fiscal Transparency Review



For FY 2012, the Department reviewed more than 140 countries where central governments receive U.S. government assistance to determine which countries did not meet minimum transparency standards. Of those 140 countries, 34 were determined to be non-transparent; 32 of those non-transparent countries made progress in meeting the minimum standards of fiscal transparency.

[Source: FY 2012 Fiscal Transparency Report](#)

- Non-transparent countries making progress in meeting the minimum standards of fiscal transparency.
- Non-transparent countries not making progress in meeting the minimum standards of fiscal transparency.



ENCOURAGE DEMOCRATIC GOVERNANCE AS A FORCE FOR STABILITY, PEACE AND PROSPERITY

Key Indicator: Tax Administration and Compliance
Improved (% Increase in Tax Collections) as a Result of USG Assistance

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target			20%	20%
Actual	72%	15%		

Key Indicator: Number of target countries with new Fiscal Transparency Innovation Fund projects.

	FY 2014	FY 2015	FY 2016	FY 2017
Target	1	1	1	2

Achieving the Performance Goal

Strategies

The United States supports government transparency and accountability in a number of ways:

The Fiscal Transparency Innovation Fund (FTIF) supports technical assistance programs to improve fiscal transparency, promote sound public financial management, and improve understanding of the budgetary process.

Linked to FTIF, the Congressionally-mandated annual Fiscal Transparency Review Process requires that the State Department assess fiscal transparency in countries receiving U.S. assistance, and to work with our Missions abroad to improve fiscal transparency and encourage good PFM practices in non-transparent countries.

The U.S. government also coordinates within the interagency and with partner institutions and organizations worldwide that work to improve transparency and accountability in governments and to identify best practices in providing assistance.

The United States is supporting efforts to improve political accountability, particularly through support for credible election processes. Free, fair, and transparent elections processes are crucial in establishing and maintaining government transparency and accountability. This includes transparency during all stages of the elections process and the active involvement of civil society organizations. U.S. government foreign assistance funding constitutes several channels that encompass support for a variety of elections and democratization efforts, including support for both host country and international monitoring of elections processes in order to ensure transparency and accountability.



PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

Performance Goal 4.2.1

By September 30, 2017, 80 percent of defenders and CSOs receiving Rapid Response Fund assistance are able to carry out their work after receiving assistance, and/or report back within six months positive impacts on their safety and security due to the assistance.

Impact Statement

Individual human rights defenders and NGOs under threat can carry on their work.

Overview

Individual human rights defenders and non-governmental organizations (NGOs) are the cornerstone of human rights progress within a country, identifying government policies that restrict fundamental freedoms and publicizing policy alternatives, corruption, and mismanagement, often at great personal risk. They track abuses, call out governments, give voice to the voiceless, and work to identify and implement needed reforms. In too many countries, these defenders work under harassment and threat of imprisonment and other severe forms of recrimination that endanger their lives, their families, and their work.

The United States therefore actively works to protect and promote the right of individuals and civil society organizations to advocate freely their views and communicate with their own members and the general population, with their own and other governments, international bodies and other elements of civil society inside or outside the countries in which they are based. The United States publicly denounces crackdowns on civil society and independent media, and publicly demonstrates our solidarity with human rights defenders, faith leaders, NGOs, labor unions, and journalists under threat. We highlight individual cases in the Congressionally mandated Country Reports on Human Rights Practices and the Annual

Report on International Religious Freedom. We work with like-minded governments, the UN, and regional mechanisms like the Organization for Security and Co-operation in Europe (OSCE) and the Organization of American States (OAS) to hold governments accountable to their obligations under universal human rights and labor norms—including the rights of individual defenders to protest government activities. However, we cannot always succeed in persuading a government to stop persecuting individual defenders.



STRATEGIC OBJECTIVE 4.2

PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

Key Indicator: Number of Human Rights Defenders Trained and Supported

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				12,260	6,390	4,041
Actual	3,345	15,426	21,078			

Key Indicator: Number of Domestic NGOs Engaged in Monitoring or Advocacy Work on Human Rights Receiving USG Support

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				16,875	15,978	15,033
Actual	4,662	11,247	13,570			

Key Indicator: Percent of defenders and CSOs receiving Rapid Response Fund assistance (% Receiving Assistance) able to carry out work and/or report positive safety or security impacts

	FY 2014	FY 2015	FY 2016	FY 2017
Target	70%	75%	80%	80%

Achieving the Performance Goal

Strategies

The U.S. government's rapid response and flexible funds, such as the Department of State's Lifeline: the Embattled CSOs Assistance Fund and the Global Equality Fund and USAID's Human Rights Grants Program, provide immediate assistance to human rights activists and organizations in urgent need and are a staple tool of our efforts to promote human rights. The programs provide quick financial and technical support to human rights defenders and civil society organizations (CSOs), and individuals who are severely persecuted for their religious beliefs, sexual orientation, or gender identity.

The programs are organized into three categories: funds for individuals and CSOs; funds for discrete advocacy initiatives; and technical assistance for human rights lawyers. Small, targeted, short-term emergency grants for medical expenses, legal representation, prison visits, trial monitoring, temporary relocation, security, equipment replacement, and other types of urgently needed expenses to help address the immediate needs allow the defenders to continue their efforts. The request for this assistance has been growing since the program's inception, and we anticipate that that demand will only continue.



PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

Performance Goal 4.2.2

By September 30, 2017, the United States develops and implements strategies to prevent, mitigate and redress atrocities; address gross human rights violations; and/or combat human trafficking in 100 percent of the countries identified as priority countries

Impact Statement

Increase U.S. government multilateral, and foreign capacity to prevent, mitigate, and redress atrocities, gross human rights violations and human trafficking.

Overview

Preventing, mitigating, and redressing atrocities, gross human rights violations, and human trafficking is essential to protecting and promoting human rights, supporting the development of sustainable peaceful democracies, and safeguarding the national security of the United States. In his Presidential Study Directive 10, President Obama recognized that “[p]reventing mass atrocities and genocide is a core national security interest and a core moral responsibility of the United States.” Human trafficking is both a grave human rights issue, and a fundamental danger to international security. And, as the President’s Executive Order directing the implementation of a United States Strategy on Preventing and Responding to Gender-based Violence Globally notes, gender-based violence undermines not only the safety, dignity, and human rights of the millions of individuals who experience it, but also the public health, economic stability, and security of nations. When civilians are systematically slaughtered, refugees flee across borders, traffickers prey on the vulnerable, and murderers, torturers and rapists openly operate with impunity to spread fear, instability and chaos anywhere in the world, the security of the United States is affected. Moreover, the 2010 National Security Strategy reinforces that “the end of impunity and the promotion of justice are not just moral imperatives; they are stabilizing forces in international affairs.”

Unfortunately, atrocities, gross human rights violations, including gender-based violence, and human trafficking continue to devastate the lives of innocent civilians and destabilize communities and regions every day, and in every corner of the world. Moreover, while there is growing international recognition that justice and accountability for such crimes is essential to prevent their recurrence and is a precondition for democracy in post-conflict and post-authoritarian states, impunity persists and victims of the most heinous crimes are left without redress.

The Department of State and USAID will work with the rest of the U.S. government to develop and implement effective strategies to prevent, mitigate and redress atrocities, gross human rights violations, including gender-based violence, and human trafficking. These strategies will require close collaboration with foreign governments and multilateral institutions. They will include strengthening of foreign government institutions and civil society to ensure their knowledge and capacity to respect and protect human rights, prevent and respond to gender-based violence, combat human trafficking, and prevent and redress atrocities. They will also include strengthening transnational, multinational, and regional efforts and institutions focused on addressing this global problem.



STRATEGIC OBJECTIVE 4.2

PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

These strategies may require actions that may potentially conflict with other diplomatic or military goals. However, their centrality to international peace and security, international perceptions of core U.S. values, and their direct connection to core US national security interests suggest that they must remain key priorities.

Key Indicator: Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				35%	37%
Actual	38%	45%	56%		

Key Indicator: Number of anti-TIP policies, laws or international agreements strengthened with USG assistance

	FY 2013 Baseline	FY 2014	FY 2015
Target		24	24
Actual	24		

Key Indicator: Number of training and capacity-building activities conducted with U.S. government assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target			254	246	190
Actual	145	149			

Key Indicator: Percentage of priority atrocity prevention countries in which the Department of State and USAID are working to promote credible transitional justice and accountability mechanisms

	FY 2014	FY 2015	FY 2016
Target	100%	100%	100%



PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

Key Indicator: Number of people reached by a U.S.-funded intervention providing GBV services (e.g. health, legal, psycho-social counseling, shelters, hotlines, other)

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015
Target				782,967	528,125
Actual	1,757,601	1,886,460	800,634		

Achieving the Performance Goal

Strategies

The interagency Atrocity Prevention Board (APB) established by PSD10 was established to “coordinate a whole of government approach to preventing mass atrocity and genocide.” The APB and its working groups within State and USAID meet regularly to discuss and identify strategies to prevent present and future atrocities. These strategies generally require close collaboration and coordination with other US government agencies, multilateral institutions, foreign governments, and civil society.

Various offices within State and USAID work together to develop and implement policies, strategies, and programs to support justice and accountability for atrocities that have already been committed with the goal of preventing recurrence and promoting stability and sustainable peace. Such efforts focus on holding perpetrators to account as well as on addressing the needs of victims, and may take the form of criminal accountability, truth seeking, reparations, vetting and lustration, and other guarantees of non-recurrence.

The U.S. government strategy and priorities for combating human trafficking are

centered on the provisions of the Trafficking Victims Protection Act (TVPA), as reauthorized, and include the prosecution of traffickers, the protection of victims, and the prevention of human trafficking.

Anti-trafficking goals and strategies within the U.S. government are coordinated at the highest level through the President’s Interagency Task Force to Monitor and Combat Trafficking in Persons (PITF), a cabinet-level entity chaired by the Secretary of State and on the working level through the Senior Policy Operating Group, chaired by the Ambassador-at-Large to Monitor and Combat Trafficking in Persons at the State Department.

The U.S. government recognizes that combating human trafficking requires a comprehensive, multidisciplinary effort, which requires coordination among U.S. government agencies with a range of responsibilities that include criminal enforcement, labor enforcement, victim outreach and services, public awareness, education, trade policy, international development and programs, immigration, intelligence, and diplomacy.



PROMOTE AND PROTECT HUMAN RIGHTS THROUGH CONSTRUCTIVE BILATERAL AND MULTILATERAL ENGAGEMENT AND TARGETED ASSISTANCE

State and USAID remain committed to combating human trafficking, by accurately reporting on governments' actions and engaging in strategic bilateral and multilateral diplomacy, coordinating interagency policies and processes and maintaining robust outreach and partnerships in stakeholder communities, and providing effective and innovative foreign assistance.

The United States Strategy to Prevent and Respond to Gender-based Violence Globally established a government-wide approach to preventing and responding to gender-based violence that identifies, coordinates, integrates, and leverages current efforts and resources.

The strategy provides federal agencies with a set of concrete goals and actions to be implemented and monitored over the course of the three years with an evaluation of progress midway through this period. The U.S. National Action Plan on Women, Peace, and Security describes the course the U.S. government will take to accelerate, institutionalize, and better coordinate our efforts to advance women's inclusion in peace negotiations, peace-building activities, and conflict prevention; to protect women from sexual and gender-based violence; and to ensure equal access to relief and recovery assistance in areas of conflict and insecurity.



STRENGTHEN AND PROTECT CIVIL SOCIETY, RECOGNIZING THE ESSENTIAL ROLE

OF LOCAL CAPACITY IN ADVANCING DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

Performance Goal 4.3.1

By September 30, 2017, mainstream and expand engagement with civil society and youth-led CSOs, including by increasing by 25 percent the number of meetings U.S. embassies in countries participating in the Open Government Partnership (OGP) process convene between CSO OGP participants and CSO non-participants to broaden CSO participation in OGP, and by increasing to 85 percent the number of foreign participants under the age of 30 taking part in international exchange programs with the United States.

Impact Statement

Strengthen civil society, including youth-led CSOs, and independent media through programming and exchanges, training, and enhanced diplomatic outreach.

Overview

The United States has made outreach to and support for civil society a cornerstone of its foreign policy. Non-state actors, ranging from non-governmental organizations to businesses to religious groups, are playing an ever greater role, both locally and globally. Global demographics are altering the political and economic landscape such that youth now have greater influence among non-state actors. More than 60 percent of the world's population is under the age of 30. That demographic, increasingly empowered by new technologies, is a major driver of economic and social progress. It is also among the great potential challenges to regional stability and security: 86 percent of all countries experiencing a new outbreak of civil conflict have populations with a significant majority under 30.

Today's most pressing foreign policy challenges require complex, multi-dimensional public engagement strategies to forge important bilateral, regional, and global partnerships. American diplomats meet not only with their foreign ministry counterparts, but also with tribal elders, youth activists, and local authorities. And for this reason, public

diplomacy has become an essential element of effective diplomacy in the 21st century.

Working with civil society is not just a matter of good global citizenship, but also a more effective and efficient path to advancing key foreign policy objectives.

Other governments have recognized these dynamics and are developing new tools to enhance their engagement with civil society as well. In 2010, President Obama challenged the members of the United Nations General Assembly to work together to make all governments more open and accountable to their people, and in September 2011 the United States and Brazil, joined by six other heads of state, announced the creation of the Open Government Partnership (OGP). OGP is a multilateral initiative that supports national efforts to promote transparency, fight corruption, strengthen accountability, and empower citizens. At the core of the Partnership is a commitment from participating countries to undertake meaningful new steps as part of a concrete action plan, developed and implemented in close consultation with their citizens.



STRATEGIC OBJECTIVE 4.3

STRENGTHEN AND PROTECT CIVIL SOCIETY, RECOGNIZING THE ESSENTIAL ROLE OF LOCAL CAPACITY IN ADVANCING DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

Key Indicator: Number of participants in the Young African Leaders Initiative

	FY 2014	FY 2015	FY 2016
Target	500	500	3,750

Key Indicator: Number of meetings U.S. embassies in Open Government Partnership (OGP) countries convene between CSO OGP participants and CSO non-participants to broaden CSO participation in the OGP process

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target		8	10	13
Actual	0			

Key Indicator: Number of under-30 foreign participants in USG and private sector-sponsored international exchange programs

	FY 2014	FY 2015	FY 2016
Target	79%	82%	85%

Key Indicator: Number of Individuals Receiving Voter and Civic Education through USG-Assisted Programs

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target				55,087,384	41,191,700	29,192,556
Actual	19,108,679	58,020,113	140,950,044			



STRENGTHEN AND PROTECT CIVIL SOCIETY, RECOGNIZING THE ESSENTIAL ROLE OF LOCAL CAPACITY IN ADVANCING DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

Key Indicator: Number of Civil Society Organizations Receiving USG Assistance Engaged in Advocacy Interventions

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target				16,875	15,978	15,033
Actual	4,362	11,247	13,570			

Achieving the Performance Goal

Strategies

Over the past few years, the State Department has developed new capabilities and partnerships that significantly expand its capacity for engagement with civil society and complement USAID’s robust assistance programs in this sector. The State Department’s Strategic Dialogue with Civil Society has established civil society working groups at more than 30 U.S. diplomatic posts around the world. Over a dozen major recommendations developed through this process have been adopted as policy by the Secretary of State. Through TechCamps, we are providing a forum to increase the digital literacy of CSOs and connect activists to local, regional, and international technology communities. USAID is increasingly integrating technological innovations into its portfolio to enable democratic progress by leveraging mobile technologies, social networks, and youth engagement.

The State Department is enhancing its people-to-people exchange programs. It recognizes that demographic changes and the rise of individual empowerment are changing the way societies operate and we have exponentially expanded our outreach to young people around the world via direct engagement by posts, exchange programs and virtual classrooms, and social media. Expanding and strengthening the relationship between the people and government of the

United States and the citizens of the rest of the world is critical to our national interests.

In 2013, the U.S. government invested \$500 million to strengthen the work of CSOs across development sectors and defend CSOs under threat through bilateral assistance programs and initiatives such as the Justice Defenders program, which provides litigation advice to lawyers who defend human rights activists. The U.S. government also launched in 2010 the Young African Leadership Initiative (YALI), a signature effort to invest in the next generation of African leaders and support them as they spur growth and prosperity, strengthen democratic governance, and enhance peace and security across Africa.

While we will continue to strengthen civil society by providing training and building new tools to help them succeed, we will also strengthen our partnership with philanthropists to foster domestic philanthropy and volunteerism abroad. Without diversified sources of funding, flourishing organizations quickly wither away. We are working with partners in the philanthropic community to encourage domestic philanthropy and volunteerism abroad.



STRATEGIC OBJECTIVE 4.3

STRENGTHEN AND PROTECT CIVIL SOCIETY, RECOGNIZING THE ESSENTIAL ROLE OF LOCAL CAPACITY IN ADVANCING DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

We are working through existing multilateral initiatives and partnerships including the Open Government Partnership (OGP), and the Community of Democracies. Over the coming two years, we will work to broaden the types of CSOs participating in OGP via a “One by Three” strategy: each CSO currently participating in OGP will commit to recruiting three CSOs that are not actively participating in the OGP process. In an effort to mainstream OGP principles into varying sectors, the newly recruited CSOs would not have as a primary focus open data, anti-corruption or transparency.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Agency Priority Goal on Excellence in Consular Service Delivery

Through September 30, 2015, maintain a 99 percent rate of all passport applications processed within the targeted timeframe and ensure 80 percent of nonimmigrant visa applicants are interviewed within three weeks of the date of application.

Impact Statement

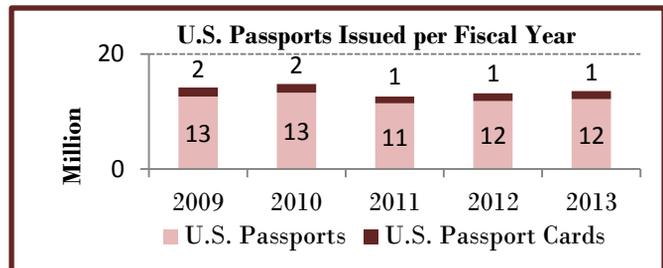
In the face of increasing demand, maintain timely and high quality consular service delivery by leveraging technology and building on best practices and ensure that American citizen and visa service delivery to the public is efficient, vigilant, professional and within the targeted timeframes.

Overview

The mission of the Bureau of Consular Affairs (CA) is to provide consular operations that most efficiently and effectively protect U.S. citizens, ensure U.S. security, facilitate the entry of legitimate travelers, and foster economic growth. Two core functions of this mission are the provision of passports and visas. Demand for passport and visa documents is inherently unpredictable in the long term, and this variability can greatly affect workload planning efforts. This is true especially with regard to the current Congressional discussion surrounding comprehensive immigration reform and the potential challenges the State Department would face in implementing any reform legislation. While the proposed reforms would have a major impact on consular operations and workload, CA will work closely with Congress and its interagency partners to be sure it has the human and financial resources to implement any changes to U.S. law efficiently and effectively.

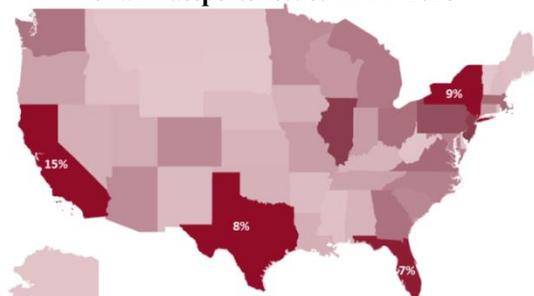
Domestically, the State Department supports a significant presence across the country to respond to the consular service needs of the U.S. public. Most notably, this presence consists of 29 passport agencies and centers and a network of more than 8,441 public offices managed by other federal, state, and local government agencies/offices that are designated to accept

passport applications. The number of valid passports in circulation has doubled in the past decade. Approximately 114 million U.S. citizens, or 37 percent of the population, have valid passports. In FY 2013, CA issued 13.5 million passport book and card products, a 3.1 percent increase over FY 2012.



A potential impending surge in passport renewal applications represents a rising challenge to the achievement of this performance goal. Based on analysis of renewal application trends, passport renewal rates are expected to increase significantly from previous years, beginning in FY 2017.

Four States Accounted for Almost 40% of all Passports Issued in FY 2013



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

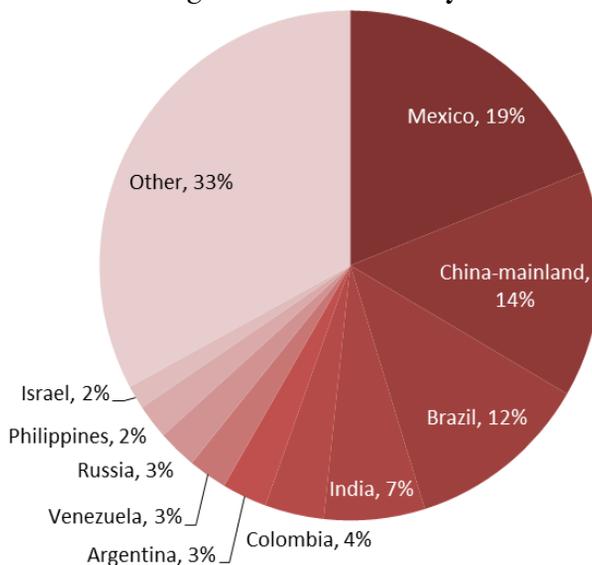
Key Indicator: Percent of all passport applications processed within the targeted timeframe, as shown on the Department’s website (Target 99%)

	FY 2013	FY 2014	FY 2015
Target	99%	99%	99%
Actual	99%		

With Executive Order 13597 (Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness) issued in January 2012, CA needed to increase its visa processing capacity in Brazil and China by 40 percent and ensure that 80 percent of nonimmigrant visa (NIV) applicants worldwide are interviewed within three weeks of receipt of an application. In FY 2013, CA processed 10.7 million nonimmigrant visa applications and issued 9.2 million nonimmigrant visas, a 3.6 percent increase over the previous year, while working through extraordinary increases in visa demand in key markets such as a nearly 38 percent increase in Colombia. Currently, more than 80 percent of applicants worldwide, on average, are interviewed within three weeks of submitting their applications, a significant change over the 70% in early FY 2012.

Providing Excellence in Consular Service Delivery provides additional benefits toward the achievement of the Department’s goals. The Department’s efforts facilitate the travel of 67 million visitors to the United States each year, who, according to the Department of Commerce’s 2012 United States Travel and Tourism Statistics, spent \$166 billion, an average of \$2,478 per visitor. An estimated 1.2 million jobs in the United States are supported annually by international travel. In addition to the economic benefits, the visa issuance process is the front-line of ensuring U.S. security through the visa interview process, which can eliminate applicants desiring to travel to the U.S. for illegitimate purposes.

Nonimmigrant Visas Issued by Nationality, FY 2012



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Achieving the Agency Priority Goal

Strategies

To meet the demand for passports, CA has committed to creating an option for processing renewal applications online, reducing the level of effort required for issuing renewals requests. In FY 2012, CA successfully launched an online passport card pilot program, testing its ability to process securely applications for cards online from U.S. citizens who already had a valid passport book. Using the ConsularOne initiative, CA will take the lessons learned from the pilot in order to offer improved electronic transactions for passport book and passport card renewals.

With its focus on providing sufficient and flexible staffing to meet demand, the Department can meet the visa performance goal. CA tracks visa applicant wait times and reports average percentages on a weekly basis. Consular personnel continually balance efforts to meet growing demand with the need to conduct vigilant adjudications that uphold its world-class standard of secure processes and documents using these reports as guidelines for action. Efforts include deploying additional personnel to posts with growing visa demand, expanding the physical space in visa sections—particularly the number of interview windows—and upgrading to more modern systems and technologies. These advances allowed the Department to issue more than 9.2 million nonimmigrant visas in FY 2013, a 59 percent increase over FY 2009.

The Consular Affairs Bureau will continue to replicate pilot projects that improve efficiency of the visa process. The Departments of State and Homeland Security previously implemented a pilot program that allows consular officers to waive in-person interviews for certain nonimmigrant visa applicants renewing their

visas is operational at 90 visa-processing posts in more than 50 countries. Consular officers have subsequently already waived interviews for more than 500,000 of these low-risk visa applicants. Consular officers can spend their time and resources more effectively evaluating higher-risk visa applicants and other applicants who require interviews. All of these applications have been thoroughly reviewed by a commissioned consular officer, and the applicant's fingerprints and biodata have undergone extensive database checks.

Another example of CA developing flexible, efficient solutions is by using leading management tactics to expand productivity and increase transparency in the visa application process through the Global Support Strategy (GSS), a worldwide program that standardizes the process across all U.S. embassies and consulates. This standardization effort maximizes efficiency in the process and provides scalability to respond to fluctuations in demand.



STRATEGIC OBJECTIVE 5.1

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

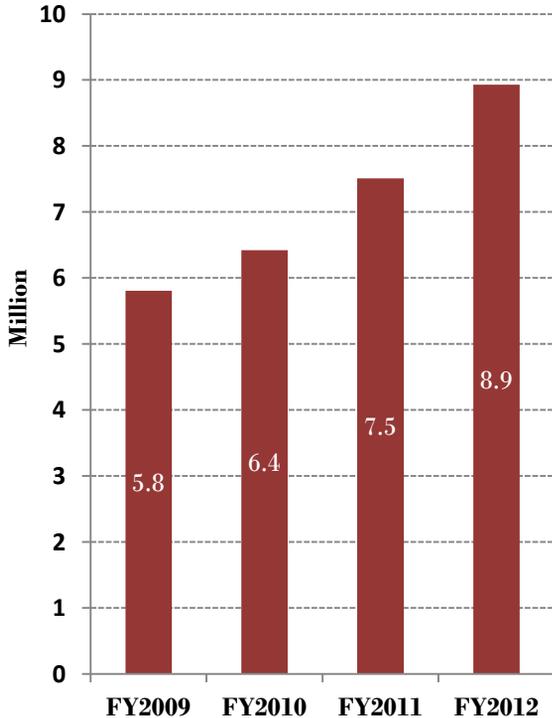
Key Indicator: Percent of applicants interviewed worldwide within three weeks of the date of application (Target = 80% per Executive Order 13597)

	FY 2012	FY 2013	FY 2014	FY 2015
Target	80%	80%	80%	80%
Actual	82%	90%		

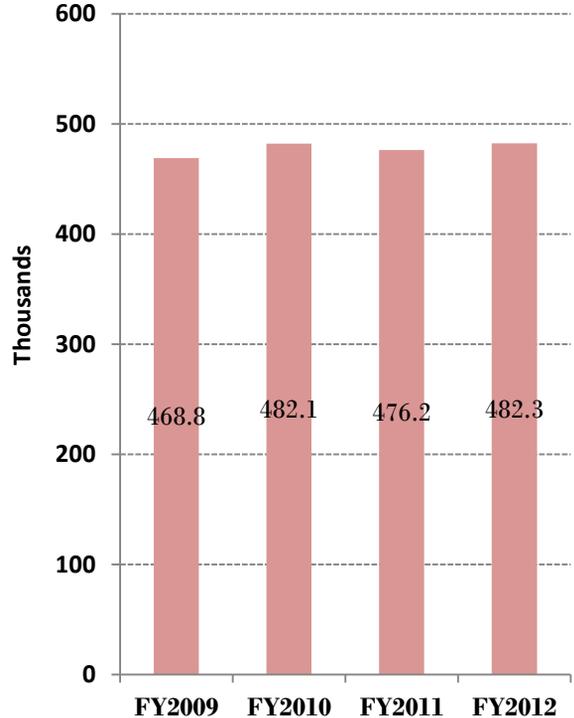
As of October 2013, there are 101 countries and 155 posts with awarded GSS contracts, including 17 countries currently in the transition process. These task orders represent 87 percent of worldwide NIV volume for FY 2012. By the end of FY 2014, CA will have awarded contracts for the remaining 32 countries and 37 posts slated to receive GSS services.

Comprehensive Immigration Reform (CIR) remains a key factor in the achievement of this goal, especially the visa target. CA will continue to work with Congress to prepare for the impact that CIR will have on the visa issuance process and adapt its processes as necessary to improve its visa service delivery.

**Worldwide Nonimmigrant Visa Issuances
FY 2009-2012**



**Worldwide Immigrant Visa Issuances
FY 2009-2012**



For quarterly updates on this APG, please visit www.performance.gov/StateUSAID
 For more information on passport and visa statistics, please visit <http://travel.state.gov>

STRATEGIC GOAL 5: MODERNIZE THE WAY WE DO DIPLOMACY AND DEVELOPMENT



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Agency Priority Goal on USAID Procurement Reform

By September 30, 2015, USAID will reduce procurement administrative lead time (PALT) by 40 percent from the 2009 baseline of 513 calendar days, increase the percentage of program funding going directly to local partners to 30 percent, and meet or exceed the prime contract acquisition dollars obligated to U.S. small businesses worldwide by 10 percent from the FY 2013 baseline of 8.2 percent.

Impact Statement

Development solutions delivered more effectively through acquisition and assistance reforms enhance sustainability and long-term impact.

Overview

As a cornerstone of its USAID Forward reform agenda, USAID has begun a critical shift in the way we administer our assistance, placing a greater emphasis on public-private partnerships, channeling funding to local governments and organizations that have the in-country knowledge and expertise to create sustainable positive change, and expanding our partner base. USAID is also focused on streamlining the procurement process, building new partnerships, and institutionalizing our reforms.

USAID is committed to work in full partnership with local governments and organizations and tailoring its approaches accordingly. The Agency's Local Solutions initiative will focus on the following:

-  Convening partners from across local organizations with which USAID has partnered – whether these are governments, civil society, the private sector, donors, or implementing resource partners to identify development challenges
-  Connecting these stakeholders with innovative products, processes, or policies to address these challenges
-  Contextualizing and scaling up these solutions within local systems

In so doing, the Agency will support sustainable development results and allow cooperative and mutually accountable relationships to grow. These relationships – between USAID and partner country stakeholders, as well as among these stakeholders are critical to the development of resilient societies that can deliver results to their citizens.

The Agency collaborates with these stakeholders by investing in projects and programs in these countries through its procurement process. In 2012, USAID obligated \$13.9 billion through acquisition and assistance mechanisms. Given the important role that procurement plays in enabling USAID to carry out its mission around the world, it is critical that the Agency's acquisition and assistance processes operate efficiently and effectively to achieve our development objectives. In 2009, the average time for USAID to award a contract in originating in Washington was 513 calendar days. This delay in lead time for awarding contracts resulted in a delay in program implementation. Therefore, reducing the time it takes to make an award is a critical priority for the Agency.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Key Indicator: Procurement Administrative Lead Time (PALT) for Washington Acquisitions in Calendar Days

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Target						268	268
Actual	513	347	178	437	425		

Small businesses are vital to the U.S. economy and provide critical resources that contribute to the mission of USAID. By expanding opportunities for U.S. small businesses, we energize the U.S. economy and leverage a greater diversity of experience and expertise in our development objectives. U.S. small businesses make up a majority of U.S. businesses, and USAID partners with these businesses to increase innovation and provide new approaches to our programs.

Achieving the Agency Priority Goal

Strategies

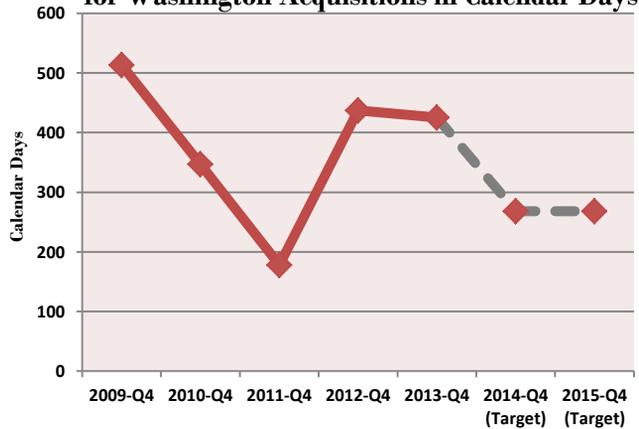
Institutionalize Procurement Reforms:

Institutionalize a series of procurement reforms to facilitate streamlined acquisition and assistance processes. Reducing the time to award is a shared responsibility with all technical and program offices across the Agency. Institutionalizing the reforms will help ensure that USAID will continue to utilize the streamlined processes in the future.

Procurement Metrics and Standards:

Implement new procurement performance standards and metrics, including reducing the time it takes to award a contract, in order to enable the organization to track performance more effectively and establish benchmarks.

Procurement Administrative Lead Time (PALT) for Washington Acquisitions in Calendar Days



Human Resource Development:

- ▶ Hiring key vacancies, including enough contracting positions to effectively manage the workload.
- ▶ Establishing a mentoring program so senior contracting officers can teach and mentor junior and mid-level contracting officers. Less experienced contracting officers will learn their contracting duties more quickly and increase the efficiency and effectiveness of their work, thus reducing mistakes and the time to award a contract.
- ▶ Deliver professional development and training to contracting personnel. This will equip contracting personnel with skills and understanding to more effectively meet the changing needs of the Agency and other stakeholders.
- ▶ Improve on challenges from an employee satisfaction survey to increase morale, job satisfaction, and performance.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Local Solutions/Local Systems:

Develop new policies, training, templates, and implementation guidelines, and disseminate best practices and lessons learned to operating units around the world. USAID will deepen and broaden its partnerships with local institutions, and be more effective in tailoring efforts to specific needs of each country.

Small Business:

- ▶ Provide guidance and information to small businesses looking to work with the Agency.
- ▶ Engage a new Mission Small Business Specialist to provide guidance and serve as a liaison between USAID's Office of Small and Disadvantaged Business Utilization and the missions.
- ▶ Continue to provide USAID's "Small Business Training Program" course to contracting and technical staff in Washington and in the missions.
- ▶ Revise agency policies to clarify the use of U.S. small businesses in the field.
- ▶ Disseminate procurement best practices and lessons learned to USAID staff worldwide.

Key Indicator: Percentage of mission program funds implemented through local systems.

	FY 2015
Target	30%

Key Indicator: Percent of contractor performance assessment reports (CPARS) completed in Past Performance Information Retrieval System (PPIRS).

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	65%	65%	65%	85%	85%	85%	85%	100%
Actual	35.5%							

Key Indicator: Percent of prime contract acquisition dollars obligated to U.S. small businesses worldwide.

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	6.5%	6.5%	6.5%	6.5%	9.0%	9.0%	9.0%	9.0%
Actual	5.6%							



STRATEGIC OBJECTIVE 5.1

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Key Indicator: Percent of Office of Acquisitions and Assistance (M/OAA) series 1102 and BS 93 positions filled.

	FY 2014 Quarter 1	FY 2014 Quarter 2	FY 2014 Quarter 3	FY 2014 Quarter 4	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4
Target	88%	88%	88%	91%	91%	91%	91%	94%
Actual	89.5%							



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Performance Goal 5.1.3

By September 30, 2017, increase the number and effectiveness of communication and collaboration tools that leverage interactive digital platforms to improve direct engagement with both domestic and foreign publics. This will include increasing the number of publicly available data sets and ensuring that USAID-funded evaluations are published online, expanding publicly available foreign assistance data, increasing the number of repeat users of International Information Programs' digital services, and better directly countering extremist messaging via the Department's Center for Strategic Counterterrorism Communications.

Impact Statement: Improve our collaboration and influence with customers, stakeholders and audiences to advance our foreign policy and foreign assistance objectives.

Overview

Improving our collaboration with our internal and external customers and stakeholders and advancing our digital communication strategy to better engage with our various audiences and counter extremist messages are the key priorities for this performance goal. To facilitate collaboration and enhance transparency, USAID and State have embraced the President's Open Government and Data Initiatives, which support efforts to create a more efficient, effective, and accountable federal government.

USAID is working hard to ensure that it effectively communicates its development efforts and successes to the American people, stakeholders, and partners at home and abroad. By making data, programs, and evaluations easily accessible, the Agency is helping to create a global commons of development practice that is evidence-based and shares knowledge to inform new approaches in development.

Achieving the Performance Goal Strategies

Open Data: USAID will continue to make data publicly available through a variety of forums. For example, in compliance with the President's Open Data Policy, the Agency will increase the number of datasets posted on <http://www.usaid.gov/data>. We will continue to publish increasingly detailed financial information on foreign assistance activities in machine-readable formats on the [Foreign Assistance Dashboard](#). ForeignAssistance.gov currently has data from eight U.S. government agencies representing about 86% of U.S. government ODA. Over time, agencies will add or improve data reporting to include all budget, financial, and qualitative data in a standard and timely way. The Agency will expand the number of countries included on the [Dollars to Results](#) website, which shows the link between the dollars the Agency spends each year and the results achieved.

Development Experience Clearinghouse (DEC) (Evaluations): USAID will enhance the usability of the DEC, which provides transparent access to more than a half century of the Agency's programmatic and technical documentation, including evaluations of USAID's programs and projects.



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Support U.S. agencies providing budget, financial, and qualitative foreign assistance data to ForeignAssistance.gov and track agency progress online in a transparent way.

Increase the creation of content that can be distributed over electronic platforms, especially those that facilitate audience interaction.

Use audience demographic and technographic information in designing products and services for foreign audience outreach in the National Security Strategy-identified priority regions of Africa, Asia, and the Middle East.

Increase the creation of content and programs that take into account the language, style, and format in order to increase resonance with foreign audiences.

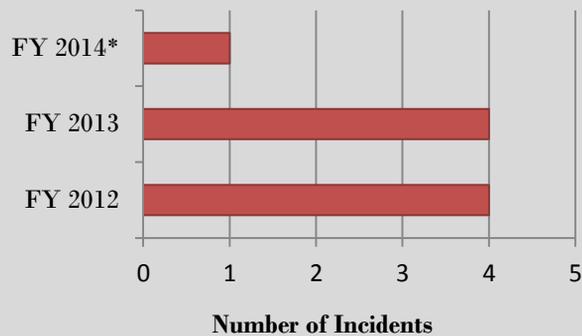
Center for Strategic Counterterrorism Communications

The Center for Strategic Counterterrorism Communications (CSCC) will establish procedures to evaluate a representative sample of its messaging output in terms of impact.

Consistent with its Executive Order, CSCC will explore a range of appropriate communications technologies and approaches, including SMS. CSCC will assess the programs, using lessons learned to inform subsequent mobile, digital and on-the-ground programs.

Direct responses from violent extremists – responses that mention CSCC or CSCC’s Digital Outreach Team, or attempts to expel our presence from digital platforms – indicate that our messages are effective and are likely impacting the target audiences of violent extremists.

Number of violent extremists' direct responses to CSCC efforts



*FY 2014 report for 1st quarter only



STRATEGIC OBJECTIVE 5.1

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Key Indicator: Change in the number of repeat users of International Information Programs' (IIP) digital services, platforms and products.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		93,400	102,740	113,014	124,315
Actual	84,909				

Key Indicator: Percent of USAID-funded evaluations that are published online.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		80%	90%	95%	99%
Actual	67%				

Key Indicator: Number of data sets added to usaid.gov/data.

	FY 2014	FY 2015	FY 2016
Target	200	20	20

Key Indicator: Number of CVE support engagements with U.S. Embassies in target countries.

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016
Target		10	12	12
Actual	10			



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Performance Goal 5.1.4

Through September 30, 2017, the Department will continue efforts to implement its respective human capital management strategies and regularly review existing business practices and processes to identify areas for improvement and innovation. The Department will create a more diverse and representative employee population and achieve an 80 percent fill rate of Language Designated Positions by employees who meet or exceed the language requirements.

Impact Statement: Achieve greater operational efficiency and effectiveness through human capital management and business process reform.

Overview

Diversity remains a priority goal within the Department, included in the Quadrennial Diplomacy and Development Review and the Human Resources Bureau Functional Bureau Strategy.

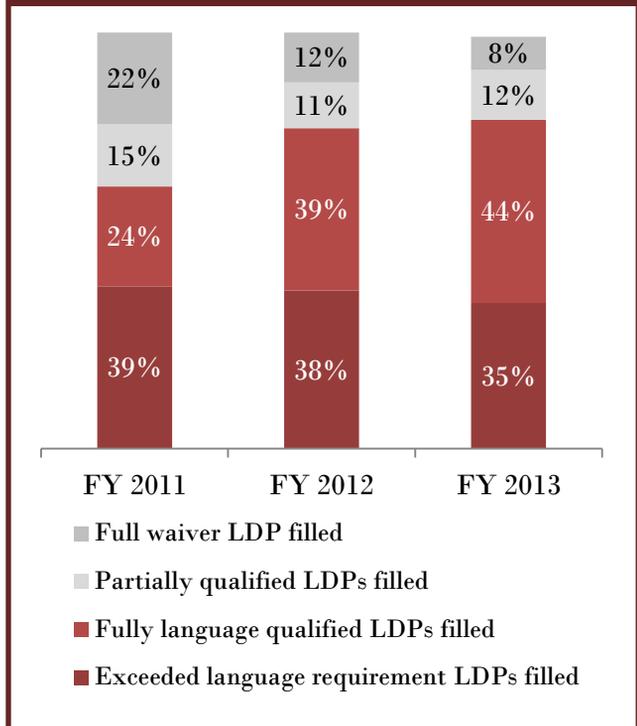
In 2014, HR is working with the Office of Civil Rights to update the Department's multi-year Diversity and Inclusion Strategic Plan, which will guide our diversity strategies through FY2017.

Continuing to implement this plan will move the Department toward achieving its goal of becoming a diverse workforce reflecting the strengths of our country's diversity, while promoting fairness and transparency in the workplace and maximizing performance to meet the challenges of 21st century diplomacy.

Foreign language proficiency is one of the Department's strengths, central to meeting our national security mission and a hallmark of a professional Foreign Service employee. The Department's foreign policy objectives have led to strategic growth of language-designated positions, and require a focus on long-term language requirements, recruiting for languages, designating language positions overseas, and developing, managing, and sustaining language capability in the Department.

When employees get the training they need, posts are not forced to choose between having a person with the right language skills and taking a gap or having a person with few or no language skills.

Staffed State Language Designated Positions (LDPs), FY 2011-2013



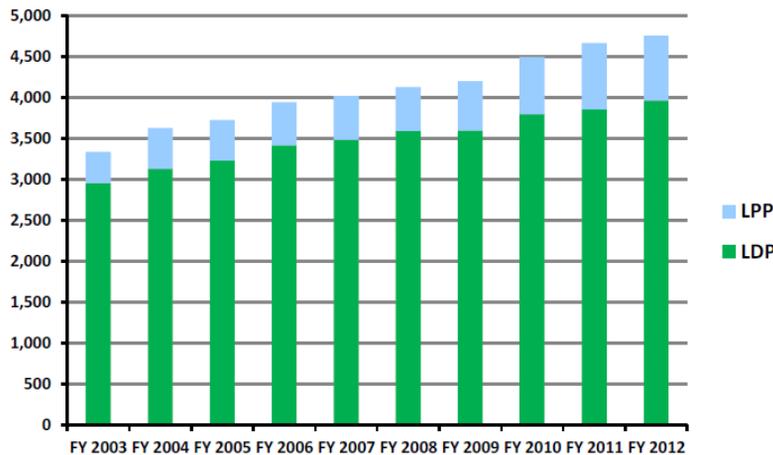
STRATEGIC OBJECTIVE 5.1

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

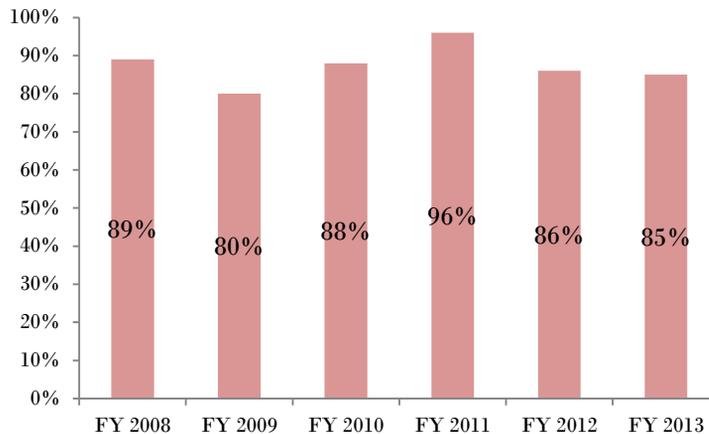
Key Indicator: Percent of LDPs filled by employees who meet or exceed the language requirements

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target				77%	78%	79%	80%
Actual	72%	74%	76%				

Number of Language Designated Positions (LDP) and Language Preferred Positions (LPP), FY 2003 – FY 2012



Percent of State Foreign Service Institute students in critical needs languages who attain skill objective, FY 2008-2013



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Achieving the Performance Goal

Strategies



We will continue to expand and improve initiatives aimed at attracting and retaining diverse candidates.



As we endeavor to improve the diversity of the Department, we will continue to report promotions by including statistics by gender, race, and ethnicity.



HR will continue to engage with the Employee Affinity Groups (EAGs) to help identify cross-cutting diversity issues which impact one or more underrepresented group and share potential solutions or best practices that advance diversity goals.



The Language Policy Working Group will continue to improve the Department's language-designation process, develop a systematic approach to applying language use and acquisition incentives, and enhance the Department's recruitment of qualified personnel with foreign-language proficiency.



ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Performance Goal 5.1.5

By September 30, 2017, the Department and USAID will: relocate 6,000 U.S. government employees into more secure and functional facilities; ensure that 100 percent of all State and 100 percent of USAID personnel use Personal Identity Verification (PIV) Card authentication as required by Homeland Security Presidential Directive 12 (HSPD-12); achieve 80 percent completion on a Foreign Affairs Security Training Center (FASTC) toward a full training capability in FY 2018; and neutralize cyber threats detected against the Department's network and assets.

Impact Statement: Ensure a secure physical and virtual work environment for U.S. government employees overseas through improved facilities, training and cyber security mitigation.

Overview

USAID and the State Department are focusing on improving the security of their respective networks by implementing the U.S. government's priority cyber security capabilities.

Per Homeland Security Presidential Directive 12 (HSPD-12), every U.S. government department and agency will improve their protection against unauthorized system and facility access through the use of an advanced identity management mechanism.

Ensuring that only the right people are allowed on our systems, coupled with an increasingly sophisticated cyber security infrastructure means that we are able to carry our mission while maintaining our security.

As the number and variety of our activities continue to grow, our ability to keep our personnel safe from physical and virtual threats is a top priority. In 2013 Congress provided an additional \$1.2 Billion in security related capital funds, enabling us to build new, more secure facilities and mitigate risks in our existing facilities.

We need to ensure that all personnel, whether they are diplomats, development professionals,

security agents or family members, receive the right training at the right time so that everyone is a contributor to our overall security.

Achieving the Performance Goal Strategies

-  **Strong Authentication:** Ensure only authorized employees have access to federal information systems by requiring a higher level of assurance following the HSPD-12 Personal Identity Verification (PIV) standard.
-  **Continue to build more secure, functional, and safer facilities overseas for our personnel.**
-  **Build a new, modern and purpose built Foreign Affairs Security Training Center (FASTC) to train and prepare the foreign affairs community and its adult family members for overseas environments.**
-  **Improve our ability to mitigate cyber threats through the Foreign Affairs Cybersecurity Center (FACC).**



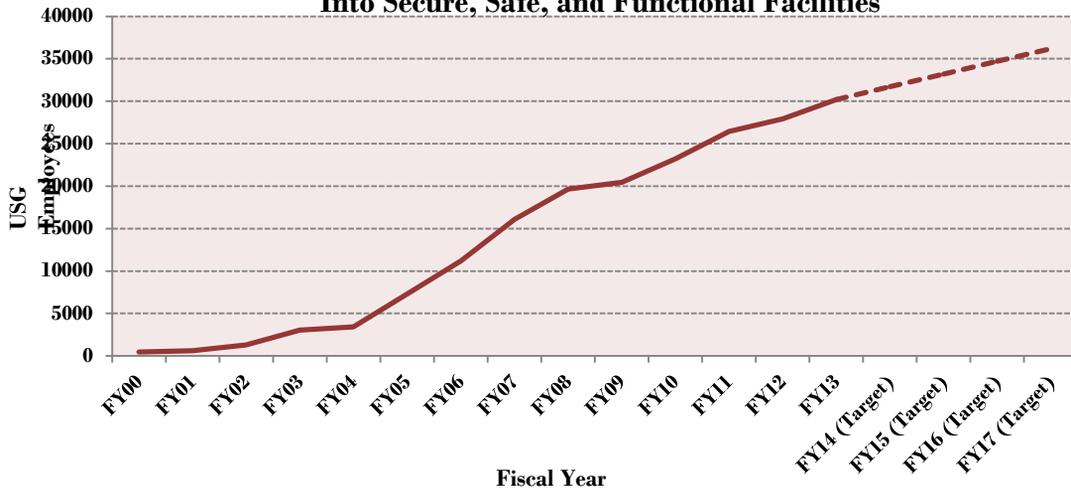
STRATEGIC OBJECTIVE 5.1

ENABLE DIPLOMATS AND DEVELOPMENT PROFESSIONALS TO INFLUENCE AND OPERATE MORE EFFICIENTLY, EFFECTIVELY, AND COLLABORATIVELY

Key Indicator: Number of USG Employees Overseas Moved Into Secure, Safe, and Functional Facilities

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target		1,500	1,500	1,500	1,500
Actual	2,290				

Total Number of USG Employees Overseas Moved Into Secure, Safe, and Functional Facilities



Milestones Toward Achieving the Performance Goal

FY 2017

100% of all State and 100% of USAID personnel use Personal Identity Verification (PIV) Card authentication as required by Homeland Security Presidential Directive 12 (HSPD-12)

FY 2017

80% completion on a Foreign Affairs Security Training Center (FASTC) toward a full training capability in FY 2018

FY 2017

Neutralize cyber threats detected against the Department's network and assets.

