FOREIGN OPERATIONS

FY 2012 Performance Report

FY 2014 Performance Plan

Introduction

This section of the Fiscal Year 2014 Congressional Budget Justification (CBJ) contains the Foreign Operations Annual Performance Plan for FY 2014 and the Annual Performance Report for FY 2012 (APP/APR).   The APP/APR presents a description of the work conducted by the U.S. Agency for International Development (USAID) and the Department of State to achieve foreign assistance goals, as well as a sample of key performance indicators that show agency-level progress towards these goals.   In addition to the agency-level performance information presented in the APP/APR, the CBJ contains summaries detailing country-specific achievements and the use of performance data to inform and support budget requests. The APP/APR is organized by the joint State-USAID Strategic Goals and the Foreign Assistance Standardized Program Structure (SPS).   The SPS is the hierarchy of objectives, program areas, elements, and sub-elements used to allocate foreign assistance budgets and categorize foreign assistance programs.

The Cuts, Consolidations, and Savings (CCS) volume of the President's Budget identifies the lower-priority program activities 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>.

Agency and Mission Information

Department of State

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, 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 carries out the President's foreign policies through the State Department and its employees. Headquartered in Washington, D.C., the Department of State implements U.S. foreign policy worldwide.   The Department's mission is to: Advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure, and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act responsibly within the international system.

The Department has a Civil Service corps of over 10,700 employees that provides continuity and expertise in performing all aspects of the Department's mission.   The Department operates in more than 270 embassies, consulates, and other posts worldwide staffed by Locally Employed (LE) Staff and more than 13,700 Foreign Service officers. In each Embassy, the Chief of Mission (usually an Ambassador) is responsible for executing U.S. foreign policy goals and for coordinating and managing all U.S. Government functions in the host country. Increasingly, our ambassadors are taking the role akin to a Chief Executive Officer (CEO) to manage the multi-agency mission that falls under their leadership. The President appoints each Ambassador, who is then confirmed by the Senate. Chiefs of Mission report directly to the President through the Secretary. The U.S. Mission is also the primary U.S. Government point of contact for Americans overseas and foreign nationals of the host country. The Mission serves the needs of Americans traveling, working, and studying abroad, and supports presidential and congressional delegations visiting the country.

United States Agency for International Development

In 1961, the United States 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 the U.S. Agency for International Development. USAID unified

pre-existing U.S. Government assistance programs and served as the U.S. Government's lead international development and humanitarian assistance agency. USAID's mission is to advance broad-based economic growth, democracy, and human progress in developing countries.   USAID is an independent federal agency that receives overall foreign policy guidance from the Secretary of State. With an official presence in 87 countries and programs in several other non-presence countries, 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 and Deputy Administrator, both appointed by the President and confirmed by the Senate. USAID plans its development and assistance programs in close coordination with the Department of State, and collaborates with a variety of other U.S. Government agencies, multilateral and bilateral organizations, private companies, academic institutions, and non-governmental organizations (NGO).

To transform USAID into a modern development enterprise, the Agency continues to implement *USAID Forward* reforms initiated in 2010. *USAID Forward* is an initiative which will transform the Agency into a modern development enterprise and elevate the role of development in achieving national security objectives.   Since its creation, USAID has helped reduce poverty for millions of people and put developing countries on the path to prosperity.   Today, the Agency is building on its legacy as one of the world's premier development agencies by undertaking significant foundational changes essential to strengthening the Agency's core competencies.   The *USAID Forward* initiative encompasses seven reforms:

- Procurement Reform
- Talent Management
- Rebuilding Policy Capacity
- Strengthening Monitoring and Evaluation
- Rebuilding Budget Management
- Innovation
- Science and Technology

These reforms are being implemented alongside a set of operating principles that guide all of the Agency's development efforts.   Gender equality and female empowerment, selectivity and focus, sustainability, integrated approaches, leveraging "solution holders," and partnering strategically are being systematically applied to increase the effectiveness of USAID in helping to build a safer, more prosperous world for the benefit of the United States and people everywhere.

USAID Forward included a strengthening of the Agency's overseas workforce in key technical areas. In 2012, the Agency's mission was supported by 3,658 permanent and non-permanent direct hire employees including 2,136 in the Foreign Service and 1,522 in the Civil Service. Additional support came from 4,390 Foreign Service Nationals, and approximately 1,231 other non-direct hire employees (not counting institutional support contractors). Of these employees, 2,682 are based in Washington and 6,597 are deployed overseas.   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.

The Joint 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.*   To achieve this overall mission, President Obama and Secretary Clinton have emphasized a number of strategic goals that respond to key U.S. foreign policy and national security priorities.   Building upon the Secretary's vision, State and USAID have identified the following Joint

Strategic Goals: 1) Counter threats to the United States and the international order, and advance civilian security around the world; 2) Effectively manage transitions in the frontline states; 3) Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being; 4) Provide humanitarian assistance and support disaster mitigation; 5) Support American prosperity through economic diplomacy; 6) Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world; and 7) Build a 21st century workforce; and achieve U.S. Government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. Government presence internationally.

Our Approach to Strategic Planning and Performance Management

Strategic planning and performance management are guided in the Department of State and at USAID by the National Security Strategy; the Presidential Policy Directive (PPD) on Global Development, which defines the Administration's development policy priorities and strategies for achieving development progress; the Quadrennial Diplomacy and Development Review (QDDR), which supports the PPD by laying out the initial steps the Department and USAID will need in order to transform development and deliver results; and the GPRA Modernization Act of 2010.

The first Quadrennial Diplomacy and Development Review, conducted in December 2010, provided a blueprint for elevating American civilian power to advance our national interests and improve the efficiency, effectiveness, and overall accountability of the Department of State and USAID. The QDDR outlined a number of concrete actions both the Department and USAID must take to maximize impact and improve the way each does business. Country and bureau-level planning, program management, and budgeting processes are being refocused to allow for longer-term strategic planning that aligns priorities and resources and focuses on delivering measurable and attributable results.

As a result of QDDR recommendations, the Department and USAID modified their approaches to the planning, budgeting, and the performance management cycle to improve the flow and use of information and make more effective and efficient use of resources. This reform effort is depicted in the "Managing for Results" Framework image to the right.

While the Department and USAID have Strategic Goals and the foreign assistance SPS to align and track resources in support of the strategic goals, the Department and USAID have not yet developed robust and measurable joint strategic objectives that meet the standards set forth by OMB. Per the GPRA Modernization Act, the Department and USAID will develop the next agency strategic plan to cover the period from FY 2014 through FY 2017 and deliver it to Congress in conjunction with the Congressional Budget Justification in February 2014.

Strategic Planning

The QDDR outlined a number of concrete actions both the Department and USAID must undertake to maximize impact and improve the way each does business. One fundamental change component was to strengthen planning by separating it from the budget process and making it more long term. This year, the Department and USAID developed and initiated new strategic planning and budgeting processes with a phased rollout to be completed by FY 2014, which include:

- The Joint Regional Strategy (JRS) – a process that brings together corresponding regional bureaus from State and USAID to develop a combined three-year strategy, with two regions participating in the first phase during late 2011 and early 2012, and with remaining regions completing the JRS in the Fall of 2012 and 2013;

- The Functional Bureau Strategy (FBS) – a parallel process for non-regional State bureaus to create three year strategies, which was rolled out to nine bureaus/offices in the first phase in 2011/2012, with the remaining bureaus to complete the FBS in the Fall of 2012 and 2013;

- The Integrated County Strategy – a process through which USG missions develop multi-year strategies with a whole-of-government focus, with a roll-out in three phases between 2012 and 2014. Each USAID mission's Country Development Cooperation Strategy (CDCS) is fully nested in the Integrated Country Strategy.

The Department also launched a Diplopedia website with information, guidance, and tools for bureaus and missions on the new planning and budgeting processes. Additionally, the Department is revising existing trainings to incorporate the new planning, budgeting and performance management efforts.

Performance Management

Foreign Assistance performance indicators are a mix of annual measures directly attributable to U.S. activities and longer-term contextual measures that reflect the combined investments of donors, multilateral organizations, nongovernmental organizations, and host governments. While a number of factors contribute to the overall success of foreign assistance programs, analysis and use of performance data are critical components of managing for results.

Building on the major foreign assistance indicator re-engineering effort that the Department and USAID undertook in 2011, in the spring of 2012, as part of the ongoing process to maintain a suite of indicators that can be used to represent performance for foreign assistance programs, the Master Indicator List (MIL) Change Request process was established as a systematic way to gain regular updates to standard foreign assistance indicators from both State and USAID bureaus, such as definition clarifications, the addition of new or improved metrics, and deactivation of unnecessary indicators. Bureaus took this opportunity to request updates to the MIL in an effort to continually improve the suite of indicators and the overall quality and relevance of performance reporting through the annual Performance Plan and Report (PPR). Through this annual process, the MIL now includes more outcome-based indicators that will measure our progress in areas such as public-private partnerships; that target gender-related issues; and that cover more broadly initiatives such as Feed the Future and the President's Malaria Initiative.

This past year, as part of its ongoing effort to reinforce the linkages between agency policies and strategies, country-level strategic planning, project design and implementation, and performance monitoring and evaluation, USAID introduced the Program Cycle as the foundational framework for evidence-based development.

A strengthened and integrated Program Cycle will enable more effective interventions and maximize development impacts. It will allow the Agency to provide analysis and data on what is working, determine strategic opportunities and tradeoffs, evaluate projects, and feed knowledge back into programming and future policy development. The Program Cycle provides a more strategic and evidence-based approach to justifying resources and serves as the basis for a more integrated budget cycle, ensuring that resource decisions are built around strategic plans and priorities and performance and evaluation data.

In addition, USAID continues to establish new policies and guidance for the implementation of the Cycle's component parts.   Building on the policies governing the CDCS and evaluation that were introduced in 2011, the Agency drafted new guidance for project design and performance monitoring this past year, including development of a new analytical tool for sustainable project results.   The new guidance on performance monitoring provides clarity on monitoring, reporting results, and adapting programs based on evidence, and streamlines procedures.

Foreign Assistance Evaluations and Aid Effectiveness

The Department of State and USAID have been making strides in the collection and use of performance information, including evaluations, to determine what is working and what is not, and to use that information to build evidence for our programmatic and budgetary decisions.   Evaluations are an essential component to implementing foreign assistance programs and conveying to the public the effectiveness of these programs. Evaluations also allow project managers to better understand their programs and give policy makers a tool to assess the capacity of a particular program or sector.

Issued in 2011, the USAID Evaluation Policy has been called a "model for other Federal agencies" by the American Evaluation Association.   The policy recognizes that evaluation is the means through which the Agency can obtain systematic, meaningful feedback about the successes and shortcomings of its efforts. Evaluation provides the information and analysis to inform strategic and programmatic decisions and increases that prevents mistakes from being repeated, and increases the chance that future investments will yield even more benefits than past investments.   While evaluation must be embedded within a context that permits evidence-based decision-making and rewards learning and candor more than anecdotal success stories, the practice of evaluation is fundamental to both State's and USAID's future strength.

In February 2012, the Department of State issued a new evaluation policy, including guidance and training that aligns with the USAID Evaluation Policy and requires the Department to conduct program evaluations and provide transparent results.   Since its implementation, the Department has aggressively moved forward on efforts to build a foundation for the use of evaluation findings to inform: a) the establishment or revision of the Agency's strategic objectives; b) budgetary and programmatic decisions; and c) strategies that support the use of evaluations and performance data to improve Agency

decision-making.

In FY 2012, the Department focused implementation of the evaluation policy within bureaus based in Washington, D.C., with a roll-out for posts to occur in 2013.   Progress was made in FY 2012 on three major fronts: capacity building; supporting rigorous, high-quality evaluations of programs, projects, initiatives, approaches, etc.; and development of two-year Bureau Evaluation Plans (BEPs) tied to bureaus' strategic objectives.

Capacity Building.   The Department developed and provided interim evaluation training to regional, functional and management bureau staff to strengthen their understanding of evaluations and capacity to plan and budget for evaluations. The interim training served as a precursor to professionally developed training courses that will be available in FY 2013 under the auspices of the Department's Foreign Service Institute (FSI).   In addition, a Department of State Evaluation Community of Practice (CoP), representing over 30 State bureaus as well as USAID staff, meets monthly to share standards and best practices and serves as a forum for working through complex evaluation issues.

Supporting High-Quality Evaluations.   The Department awarded five Indefinite Delivery/Indefinite Quantity (IDIQ) contracts to facilitate contractual services for the evaluation of the Agency's diplomatic and development efforts.   While emphasizing the importance of independently conducted evaluations, an objective of the IDIQ (as well of capacity building efforts) is to help bureaus determine the most rigorous study designs appropriate for their programs/projects/efforts given their size, stage of development and other factors.   In addition, the Department issued comprehensive evaluation guidelines on the planning, managing, and conduct of evaluations.   Both the evaluation policy and evaluation guidelines stress rigor and independence of performance and impact evaluations—the two principal types of evaluations carried out by State bureaus.

Bureau Evaluation Plans (BEPs).   The Department's evaluation policy requires all bureaus to put in place BEPs that describe two to four evaluations to be completed by FY 2014.   Bureaus submitted BEPs in spring 2012 to the Directors of Budget and Planning (BP) and the Office of U.S. Foreign Assistance Resources (F) proposing 100 evaluations to be completed.   These 100 evaluations represent a 500% increase over FY 2011 and include evaluations for economic statecraft, PEPFAR, security initiatives, domestic passport workload management, conflict stabilization operations, and rule of law programs, among others.   BEPs are informed by the bureau strategic objectives as outlined in the Joint Regional Strategy (for regional bureaus) and the Functional Bureau Strategy (for functional and management bureaus).

The evaluations underway, combined with ongoing implementation of the evaluation policy, are instilling a culture of evaluation as envisioned by the QDDR.   Further implementation efforts in FY 2013 include the roll-out of comprehensive ongoing training with two FSI courses: "Managing Evaluations" and "Evaluation Designs and Data Collection Methods."   Second, the Department is launching a public web site to disseminate evaluation reports, assure transparency, and share evaluation results.   Third, the Department of State Evaluation CoP will help guide implementation of a study in FY 2013 on the evaluation of "diplomacy" (defined as the art and practice of conducting negotiations between nations). Fourth, the CoP will work with the Directors of F and BP on development of evaluation policy for posts. Preliminary work on the evaluation policy for posts was initiated in FY 2012.
These and other implementation strategies are positioning the Department to more effectively plan and budget for, implement, and make active use of evaluations for Agency decision-making.   It is the Department's intent to begin reporting findings from Agency-funded evaluations effective FY 2015 in Agency reports and budget documents.   The Department of State's Evaluation Policy is located at <http://www.state.gov/s/d/rm/rls/evaluation/2012/184556.htm>; USAID's Evaluation Policy can be found at <http://www.usaid.gov/evaluation>.

Furthermore, to ensure that evaluation is conducted systematically and that evaluation findings are used to improve programmatic performance and policies, it is important for program and policy decision-makers to understand what is being evaluated, the purposes for the evaluation, and how evaluation findings are being applied. To this end, the Evaluation Registry was created to track the evaluations completed or ongoing in a given fiscal year as well as those planned for up to three fiscal years in the future. The Evaluation Registry is updated annually in the Performance Plan and Report and collects data on both two types of evaluations – performance and impact evaluations. For each evaluation, the system collects information on what programs or activities are being evaluated, the level of funding, how evaluation results were used, other organizations partnering with USAID and State on the evaluation, and how the evaluation links to overall mission objectives.

International Aid Effectiveness

In December 2011, the United States played a central role in the development of the Busan Partnership for Effective Development Cooperation Principles which were was endorsed by 150 countries. These principles, commitments, and benchmarks are an effort to move from aid to development cooperation effectiveness and from process to results. In addition to reaffirming the principles of the Paris Declaration, the Busan Partnership addressed the importance of South-to-South cooperation, civil society organizations, and the private sector in development efforts.

The Busan Outcome Document, which details the agreed-upon Principles, called for the establishment of a new, more inclusive and representative Global Partnership for Effective Development Cooperation (GPEDC). In 2012, USAID took an active role in representing the USG on the Post-Busan Interim Group (PBIG), a 21-member global committee charged with developing the governance structure and process for nominating members, identifying the mandate and core functions, and developing an agreed-upon monitoring framework for the GPEDC. USAID coordinated USG inter-agency positions and responses and actively participated in formal and informal PBIG meetings. USAID will continue to be actively engaged and will staff the U.S. representative (USAID Deputy Administrator) on the GPEDC Steering Committee through 2014.

The Department of State and USAID have worked closely together to begin the process of implementation of the Busan Principles. The United States is aggressively working on a Busan follow-up. This includes the United States being elected to the steering group and participating in efforts to develop indicators to systematically monitor progress in fulfilling the Busan commitments.

USAID chairs an interagency group working on the implementation of the Busan Principles. In addition to Department of State and USAID, the working group includes: Millennium Challenge Corporation, the Departments of Treasury, Labor and Agriculture. For more information on the Busan Principles, please see:
<http://www.aideffectiveness.org/busanhlf4/images/stories/hlf4/OUTCOME_DOCUMENT_-_FINAL_E
N.pdf>

Presidential Initiatives

President Obama announced a series of major initiatives designed to address several long-term global challenges, including hunger, poverty, disease, and climate change.

Feed the Future

Feed the Future (FTF) is the President's Global Hunger and Food Security Initiative through which the

United States works with host governments, development partners, the private sector, and other stakeholders to address the root causes of global poverty and hunger in a sustainable manner.   In priority countries, FTF will support progress towards the first Millennium Development Goal (MDG-1) of reducing the number of people living in extreme poverty and suffering from hunger and undernutrition. At the G-8 Summit in L'Aquila, Italy, in July 2009, President Obama and his counterparts committed to a common approach to achieving global food security goals.   The principles of this approach, known as the Rome Principles, are the guiding principles for Feed the Future:

- Invest in country-owned plans;
- Strengthen strategic coordination;
- Ensure a comprehensive approach;
- Leverage the benefits of multilateral institutions; and
- Deliver on sustained and accountable commitments.

More recently, at the G8 Camp David Summit in May 2012, President Obama announced the birth of the New Alliance for Food Security and Nutrition ("New Alliance") which has the goal of lifting 50 million people out of poverty over the next decade by leveraging private sector actors in both the U.S. and internationally and aligning their support against the commitments of G8 donors and African governments.   The New Alliance will build upon and help realize the promise of L'Aquila.

The Office of the Director of U.S. Foreign Assistance tracks FTF indicators through its annual Performance Plan and Report (PPR).   Additionally, the APR has an FTF indicator in the Program Area Agriculture.   For more information on the Initiative, see the FTF Guide: http://www.feedthefuture.gov/resource/feed-future-guide.

Global Health Initiative

The Global Health Initiative (GHI) is a business model that builds on the United States' successful record in global health, and takes those remarkable achievements to the next level by further accelerating progress and investing in sustainable health delivery systems for the future. Achieving major improvements in health outcomes is the paramount objective of the Initiative.   This is being accomplished by focusing resources to help partner countries improve health outcomes through strengthened health systems—with a particular focus on bolstering the health of women, newborns, and children by combating infectious diseases and providing quality health services.   GHI aims to maximize the sustainable health impact the United States achieves for every dollar invested.

The principles underlying the foundation of GHI are:

- Implementing a woman- and girl-centered approach;
- Increasing impact through strategic coordination and integration;
- Strengthening and leveraging key multilateral organizations, global health partnerships, and private sector engagement;
- Encouraging country ownership and investing in country-led plans;
- Building sustainability through health systems strengthening;
- Improving metrics, monitoring, and evaluation; and
- Promoting research and innovation.

For more information on the Initiative, please see the GHI website: http://www.ghi.gov.

Global Climate Change

Through the Global Climate Change Initiative (GCCI) and other climate-related U.S. Government programs, the United States will integrate climate change considerations into relevant foreign assistance through the full range of bilateral, multilateral, and private mechanisms to foster low-carbon growth, promote sustainable and resilient societies, and reduce emissions from deforestation and land degradation. Funding for GCCI activities will advance global development and U.S. interests, address the threat of global climate change, leverage global action and resources through U.S. leadership in clean energy and other technologies, and support the American economy through clean technology exports and scientific exchange. The Administration is working to make U.S. climate financing efficient, effective, and innovative; based on country-owned plans; and focused on achieving measurable results.

Addressing climate change means assisting countries both to adapt to anticipated climate changes and to mitigate greenhouse gas emissions. This is essential because developing countries play a crucial role in addressing climate change. The International Energy Agency estimates that more than 90 percent of carbon dioxide emissions growth from now until 2030 will come from the developing world. Additionally, global climate change presents serious structural risks for developing countries due to its broad impact on all sectors of an economy. In particular, the poorest countries with limited institutional capacity and resilience face the most difficult challenges.

The Department of State and USAID's GCCI funding is divided into three pillars that address these challenges:

- Adaptation: Enhancing the prospects for sustainable development in vulnerable societies and communities, protecting national and global security by helping to reduce climate change's destabilizing impacts, and climate-proofing other development activities to secure U.S. investments against future effects of climate change.

- Clean Energy: Driving economic growth at home – by promoting U.S. clean technology exports – and abroad – by improving reliable access to clean energy while reducing emissions in emerging markets, thereby improving quality of life for millions of people and promoting the security of global energy supply and energy price stability.

- Sustainable Landscapes: Supporting the United Nations process for Reducing Emissions from Deforestation and Forest Degradation (REDD+), as well as reducing emissions from degraded lands, mangroves, and agricultural lands, by improving forest and land use management, increasing efforts to slow or halt deforestation, and preserving vital ecosystems with some of the world's largest repositories of biodiversity. <http://www.usaid.gov/our_work/environment/climate/policies_prog/sustainable_landscapes.html>

For more information on the Global Climate Change Initiative, please visit <http://www.usaid.gov/climate>.

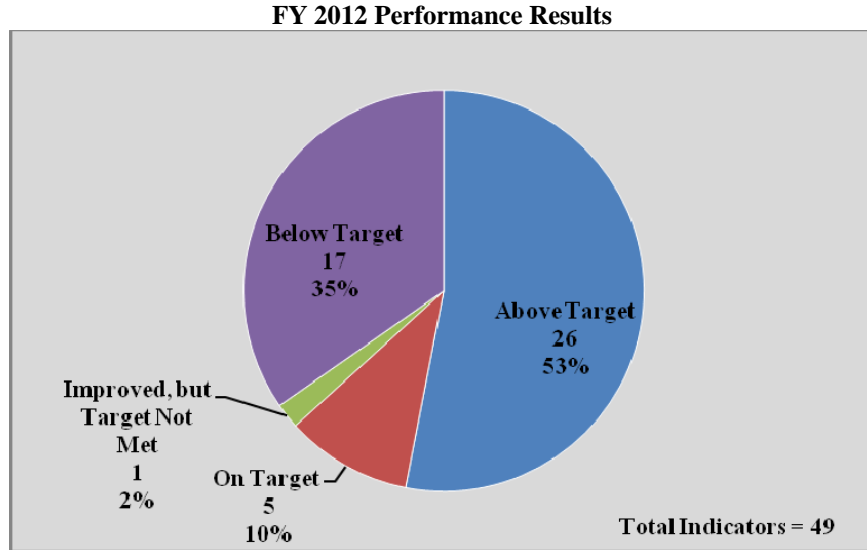## Overview of FY 2012 - FY 2014 Foreign Assistance Budget

The Department of State and USAID budgeted over $33.9 billion in FY 2012 to achieve U.S. foreign assistance goals. Table 1 depicts how foreign assistance dollars are spread among the Program Areas.

Table 1: Foreign Assistance by Fiscal Year, Objective, and Program Area

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Request
TOTAL FOREIGN ASSISTANCE ($ in thousands)	**33,917,586**	**–**	**31,844,195**
Peace and Security	**10,021,988**	**–**	**8,403,919**
Counter-Terrorism	524,565	–	253,241
Combating Weapons of Mass Destruction (WMD)	330,620	–	290,134
Stabilization Operations and Security Sector Reform	7,846,709	–	6,908,960
Counter-Narcotics	672,417	–	611,880
Transnational Crime	91,523	–	83,499
Conflict Mitigation and Reconciliation	556,154	–	256,205
Governing Justly and Democratically	**2,826,308**	**–**	**2,879,055**
Rule of Law and Human Rights	939,677	–	912,636
Good Governance	1,036,838	–	1,220,396
Political Competition and Consensus-Building	246,531	–	212,580
Civil Society	603,262	–	533,443
Investing in People	**10,463,769**	**–**	**9,943,512**
Health	8,999,578	–	8,880,634
Education	1,062,160	–	723,261
Social and Economic Services and Protection for Vulnerable Populations	402,031	–	339,617
Economic Growth	**4,720,594**	**–**	**4,076,338**
Macroeconomic Foundation for Growth	688,821	–	295,133
Trade and Investment	163,149	–	171,651
Financial Sector	143,678	–	108,604
Infrastructure	838,000	–	797,509
Agriculture	1,413,595	–	1,286,595
Private Sector Competitiveness	456,093	–	571,758
Economic Opportunity	148,687	–	169,125
Environment	868,571	–	675,963
Humanitarian Assistance	**4,286,804**	**–**	**4,484,094**
Protection, Assistance and Solutions	4,135,705	–	4,306,831
Disaster Readiness	104,755	–	139,763
Migration Management	46,344	–	37,500
Program Support	**1,598,123**	**–**	**2,057,277**
Program Design and Learning	58,705	–	477,737
Administration and Oversight	1,539,418	–	1,579,540

Summary of Performance Ratings for Fiscal Year 2012

For FY 2012, the Department of State and USAID have 49 representative indicators that highlight progress toward meeting their joint Strategic Goals.   Of the seven joint Strategic Goals, foreign assistance performance indicators were developed for Goals 1, 3-4, as well as three cross-cutting indicators.   A discussion of performance for Goals 2, 5-7 is highlighted in the State Operations Annual Performance Report.   The FY 2012 results for each indicator were reviewed against previously established targets to determine performance rating (i.e., On Target, Above Target, Improved but Target Not Met, and Below Target), which are highlighted in the graph below.

FY 2012 Performance Results

Below Target
17
35%

Above Target
26
53%

Improved, but Target Not Met
1
2%

On Target
5
10%

Total Indicators = 49

[1]Performance ratings are calculated from performance data provided at the time of publication. Ratings are not available for indicators that are new or for which current year data are not yet available.

Summary of APR/APP Foreign Assistance Performance Indicators and Trends

Performance Indicator	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
Strategic Goal One: Counter threats to the United States and the international order, and advance civilian security around the world									
Number of Students Trained in Anti-Terrorism Topics and Skills through the Anti-Terrorism Assistance (ATA) Program	4,908	4,700	10,591	8,504	7,799	9,869	Above Target	7,921	5,714
Aggregate Bilateral Country Rating Assessment Tool Score Demonstrating the Status of an Effective and Institutionalized Export Control System that Meets International Standards Across all Program Countries	N/A	4	4	4	4	4	On Target	4	4

Performance Indicator	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
Number of Activities Carried Out to Improve Pathogen Security, Laboratory Biosafety, and Biosecurity	89	157	165	175	180	226	Above Target	197	191
The Existence of Financial Intelligence Unit (FIU) in Host Country	108	116	120	127	130	131	Above Target	N/A	N/A
Number of New Groups or Initiatives Created through USG Funding with a Mission Related to Resolving the Conflict or the Drivers of the Conflict	N/A	N/A	N/A	440	925	17,148	Above Target	12,752	14,296
Strategic Goal Three: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being									
Performance Indicator	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
Number of USG-Assisted Courts with Improved Case Management Systems	567	337	573	742	723	702	Below Target	708	729
Number of Domestic NGOs Engaged in Monitoring or Advocacy Work on Human Rights Receiving USG Support	3,988	3,484	4,679	4,662	1,396	818	Below Target	449	265
Number of Human Rights Defenders Trained and Supported	N/A	N/A	N/A	3,345	3,405	15,426	Above Target	12,322	10,041
Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance	15,144	3,949	3,971	317	424	279	Below Target	116	75
Number of Training Days Provided to Executive Branch Personnel with USG Assistance	N/A	N/A	N/A	315	666	5,394	Above Target	6,121	5,860
Number of Individuals Receiving Voter and Civic Education through USG-Assisted Programs	N/A	N/A	N/A	19,108,679	29,480,135	58,020,113	Above Target	59,878,338	13,601,710
Number of Civil Society Organizations Receiving USG Assistance Engaged in Advocacy Interventions	1,753	1,772	2,629	4,362	4,084	11,247	Above Target	23,937	19,254
Number of Non-State News Outlets Assisted by USG	1,488	1,761	1,769	1,507	1,891	2,791	Above Target	1,361	990
Number of Adults and Children with Advanced HIV Infection Receiving Antiretroviral Therapy (ART)	N/A	N/A	N/A	3.9M	5.0M	5.1M	Above Target	6.0	Not Available

Performance Indicator	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
Number of Eligible Adults and Children Provided with a Minimum of One Care Service	N/A	N/A	N/A	12.9M	15.1M	15.0M	Improved, but Target Not Met	16.5M	Not Available
Percent of Registered New Smear Positive Pulmonary TB Cases That Were Cured and Completed Treatment Under DOTS Nationally (Treatment Success Rate)	N/A	N/A	N/A	86%	86%	86%	On Target	87%	88%
Case Notification Rate in New Sputum Smear Positive Pulmonary TB Cases per 100,000 Population Nationally	N/A	N/A	N/A	115/100,000	117/100,000	120/100,000	Above Target	122/100,000	125/100,000
Number of People Protected against Malaria with a Prevention Measure (Insecticide Treated Nets or Indoor Residual Spraying)	25M	30M	40M	58M	67M	50M	Below Target	60M	60M
Number of Neglected Tropical Disease (NTD) Treatments Delivered through USG-funded Programs	58.0M	130.6M	160.7M	186.7M	164.0M	103.8M	Below Target	150.0M	168.0M
Percent of Births Attended by a Skilled Doctor, Nurse or Midwife	46.7%	47.8%	48.9%	50.0%	50.0%	51.1%	Above Target	52.2%	53.3%
Percent of Children who Receive DPT3 Vaccine by 12 Months of Age	57.3%	58.9%	59.0%	59.9%	59.9%	60.8%	Above Target	61.6%	62.3%
MCPR: Modern Method Contraceptive Prevalence Rate	26.4%	27.3%	28.4%	29.8%	30.8%	30.9%	Above Target	31.9%	32.8%
First Birth under 18	23.8%	23.9%	24.4%	24.0%	23.6%	23.3%	Above Target	23%	22.7%
Percent of Households Using an Improved Drinking Water Source	N/A	N/A	N/A	N/A	N/A	37.5%	Data Not Available	38.48%	39.46%
Percent of Households Using an Improved Sanitation Facility	N/A	N/A	N/A	N/A	14.0%	12.6%	Below Target	14.46%	16.46%
Prevalence of Anemia among Women of Reproductive Age	N/A	46.0%	N/A	41.4%	41.4%	40.9%	Above Target	40.4%	39.9%
Prevalence of Underweight Children under Five Years of Age	N/A	N/A	N/A	22.9%	22.9%	22%	Above Target	21.3%	20.6%
Primary Net Enrollment Rate (NER)	78.6%	78.9%	85.2%	81.8%	83.0%	82%	Below Target	77%	77%
Number of People Benefitting from USG-Supported Social Assistance Programming	3,535,001	3,485,079	4,148,088	3,064,461	2,787,848	3,343,284	Above Target	2,167,794	1,788,929

Performance Indicator	FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
Three-Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product (GDP)	72.2%	72.2%	66.7%	50%	66.7%	N/A	Data Not Available	50%	60%
Inflation Rate, Consumer Prices, Annual	51.7%	0.0%	86.7%	53.1%	60.0%	50%	Below Target	55%	60%
Tax Administration and Compliance Improved (% Increase in Tax Collections) as a Result of USG Assistance	N/A	N/A	N/A	N/A	16.0%	72%	Above Target	25%	11%
Time to Export/Import (Days)	77 days	74 days	72 days	72 days	70 days	70 days	On Target	69 days	68 days
Number of Documents Required to Export Goods Across Borders Decreased	8 docs	8 docs	8 docs	7 docs	6 docs	7 docs	Above Target	6 docs	6 docs
Domestic Credit to the Private Sector as a Percent of GDP	80.5%	66.7%	73.7%	64.9%	75.0%	65.8%	Below Target	70%	75%
Number of Beneficiaries Receiving Improved Infrastructure Services Due to USG Assistance	N/A	N/A	N/A	5,820,641	1,118,605	225,725	Below Target	765,227	4,880,019
Number of Beneficiaries Receiving Improved Transport Services Due to USG Assistance	864,799	2,341,526	2,863,566	3,227,825	2,121,874	2,041,800	Below Target	162,481	296,859
Number of Farmers or Others who have Applied New Technologies or Management Practices as a Result of USG Assistance	96,069	659,384	1,506,187	5,271,629	6,139,997	7,375,877	Above Target	8,528,161	8,847,036
Value of Incremental Sales (Collected at Farm-Level) Attributed to FTF Implementation	N/A	N/A	927,778	86,789,146	414,186,954	262,876,569	Below Target	289,123,509	405,214,536
Global Competitiveness Index	N/A	41.2%	69.1%	73.2%	75.0%	53.6%	Below Target	70%	75%
Commercial Bank Accounts per 1,000 Adults	N/A	N/A	697	653	675	N/A	Data Not Available	N/A	N/A
Quantity of Greenhouse Gas (GHG) Emissions, Measured in Metric Tons of CO2e, Reduced or Sequestered as a Result of USG Assistance	142,000,000	120,000,000	120,000,000	200,000,000	100,000,000	165,057,815	Above Target	129,757,454	141,511,374
Number of Hectares of Biological Significance and/or Natural Resources under Improved Natural Resource Management as a Result of USG Assistance	129,580,863	104,557,205	92,700,352	101,800,000	103,500,000	99,737,668	Below Target	73,274,945	65,146,789

Strategic Goal Four: Provide humanitarian assistance and support disaster mitigation									
Performance Indicator	**FY 2008 Results**	**FY 2009 Results**	**FY 2010 Results**	**FY 2011 Results**	**FY 2012 Target**	**FY 2012 Results**	**FY 2012 Rating**	**FY 2013 Target**	**FY 2014 Target**
Percentage of Refugees Admitted to the U.S. Against the Regional Ceilings Established by Presidential Determination	86.0%	99.5%	98.0%	73	100	80.0%	Below Target	100.0%	100.0%
Percentage of NGO or Other International Organization Projects that include Dedicated Activities to Prevent and/or Respond to Gender-Based Violence	27.5%	28.3%	30.0%	38.0%	35.0%	45%	Above Target	35%	35%
Percentage of USG-Funded NGO or Other International Organization Projects that include Activities or Services Designed to Reduce Specific Risks or Harm to Vulnerable Populations	N/A	N/A	N/A	37%	40%	40%	On Target	N/A	N/A
Percent of Planned Emergency Food Aid Beneficiaries Reached with USG Assistance	92.0%	93.0%	93.0%	93.0%	93.0%	93%	On Target	93%	93%
Percentage of Surveyed Refugee Camps in Protracted Situations where Global Acute Malnutrition (GAM) does not exceed 10 Percent	N/A	N/A	N/A	98%	70%	50%	Below Target	73%	75%
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	N/A	N/A	N/A	59,007,997	45,760,000	48,989,676	Above Target	45,000,000	46,462,565
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	N/A	N/A	N/A	5.0%	7.0%	17%	Above Target	20%	20%
Number of People Trained in Disaster Preparedness as a Result of USG Assistance	224,519	10,004	18,030	12,396	11,952	26,768	Above Target	18,857	16,805

Cross-Cutting Indicators									
Performance Indicator	**FY 2008 Results**	**FY 2009 Results**	**FY 2010 Results**	**FY 2011 Results**	**FY 2012 Target**	**FY 2012 Results**	**FY 2012 Rating**	**FY 2013 Target**	**FY 2014 Target**
Proportion of Target Population Reporting Increased Agreement with the Concept that Males and Females should have Equal Access to Social, Economic, and Political Opportunities	N/A	N/A	N/A	N/A	N/A	N/A*	Data Not Available	N/A*	N/A*
Number of People Reached by a USG Funded Intervention Providing GBV Services (e.g., Health, Legal, Psycho-Social Counseling, Shelters, Hotlines, Other)	N/A	N/A	N/A	1,757,601	2,115,759	1,886,460	Below Target	765,284	782,967
Percent of Major UN Organizations Funded by the IO&P Account that have Overall Accountability Ratings of at least 3 out of 5 on the United Nations Transparency and Accountability Initiative Phase II (UNTAI II) Annual Assessment	N/A	N/A	N/A	100%	100%	100% (Est.)	Data Not Available	100%	100%

STRATEGIC GOAL ONE

Counter threats to the United States and the international order, and advance civilian security around the world

- **Prevent proliferation of nuclear and other weapons of mass destruction (WMD) and their delivery systems.** Preventing the spread or use of nuclear weapons and other weapons of mass destruction, reducing the number of nuclear weapons, and increasing the security of nuclear materials are top priorities for the Administration. Our efforts will stop nuclear proliferation by Iran, North Korea, and other countries; secure nuclear stockpiles, other WMD and nuclear materials; and prevent nuclear weapons and other WMD from falling into the hands of terrorists. We will continue to support and promote arms control and nonproliferation agreements that protect America and our allies. And we will strengthen the international nonproliferation regime, including implementation of key treaties and U.N. Security Council Resolutions.

- **Disrupt, dismantle, and defeat al-Qa'ida, its affiliates and other terrorist organizations and violent extremists.** Al-Qa'ida (AQ), its worldwide affiliates and adherents, and other terrorist organizations including Al-Qa'ida in the Islamic Maghreb (AQIM), Al-Qa'ida in the Arabian Peninsula (AQAP), and Hizballah, continue to threaten the United States and our allies. While we have reduced the size of AQ's principal safe haven in the Afghanistan-Pakistan border area, AQ's global network and affiliates have expanded their operations threatening other regions including East Africa/Arabian Peninsula and the Maghreb/Sahel. To dismantle and defeat AQ we will continue to counter violent extremism, including efforts to provide positive alternatives to at-risk youth, counter the AQ narrative, and increase partner capacity to stem terrorist recruitment and financial support of terrorist organizations. We will continue to help partner nations build their capacity to detect, disrupt, and defeat terrorists, both bilaterally and through multilateral and regional institutions.

- **Prevent and respond to crisis, conflict and instability**. Conflict and instability within states foments global insecurity, impedes, halts and reverses development progress, and takes an immeasurable toll on human life and well-being. The United States will endeavor to support governments' abilities to meet their basic responsibilities to their own people and the international system. These basic responsibilities include effective control over their territories, the provision of security and welfare for their people, and protection of basic rights. Our conflict prevention efforts will support the emergence of effective, legitimate governments; expand the capacity and reach of such governments to provide for basic security and public goods; and strengthen civil society to hold governments accountable. Where governments cannot or will not fulfill these basic responsibilities, and/or where conflict has not been prevented, we will work bilaterally and/or through international cooperation mechanisms such as peacekeeping missions, sanctions regimes, and other measures as appropriate to respond with tailored interventions, policies and programs that lead to sustainable peace. The protection of women and children in conflict, and women's engagement in securing enduring peace, will be a special focus of our efforts.

- **Support security and justice sector reform**. We support local efforts to build effective and accountable security and justice institutions capable of maintaining law and order, providing a safe, secure environment for citizens, and administering justice. Our assistance will be integrated to develop effective, sustainable and accountable military, internal security, judiciary, and corrections institutions, legal frameworks, and public administration, and the civil society necessary to ensure accountability. This will require an integrated approach that builds connections among police, prosecutors, courts, prisons, and oversight mechanisms; supports the

development of militaries and police forces that respect human rights and civilian leadership; links security and justice initiatives to governance and development approaches; and fosters host-nation ownership.

In FY 2012, the United States committed over $10.3 billion in funding on Program Areas within Strategic Goal One, representing approximately 30 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to counter threats to the United States and the international order, and advance civilian security around the world. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal One of the five indicators with performance data for FY 2012, four indicators were above target and one was on target.

FY 2012 Performance Results for Strategic Goal One

On Target
1
20%

Above Target
4
80%

Total Indicators = 5

Program Area: Counterterrorism

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Counterterrorism ($ in thousands)	**524,565**	**–**	**253,241**

Terrorism is the greatest challenge to U.S. national security.   Combating it will continue to be the focus of development, diplomatic, and defense efforts as long as the proponents of violent extremist ideologies find safe havens and support in unstable and failing states.   The U.S. Government aims to expand foreign partnerships and to build global capabilities to prevent terrorists from acquiring or using resources for terrorism.

U.S. programming to combat terrorism is multifaceted and flexible to allow for the best response to the evolving threats.   Consistent with our National Counterterrorism Strategy, our approach to address this challenge in the coming years will focus on Countering Violent Extremism and building stronger relationships with foreign partners bilaterally and multilaterally.   This will include strengthening the counterterrorism capacities of law enforcement agencies in partner nations, and providing them with the technology to identify and interdict suspected terrorists attempting to transit air, land, or sea ports of entry.   The United States also delivers technical assistance and training to improve the ability of host governments to investigate and interdict the flow of money to terrorist groups, and supports activities that de-radicalize youth and support moderate leaders.

The United States is working to increase the capacity, skills, and abilities of host country governments, as well as to strengthen their commitment to work with the U.S. Government to combat terrorism, while respecting human rights.   One way the United States monitors the success of initiatives to increase capacity and commitment to counterterrorism efforts is by tracking the number of people trained to aid in

them.   Training allies to thwart terrorism is a smart and efficient way to extend a protective net beyond the U.S. borders that ensures terrorism is thwarted before it reaches the United States, while at the same time strengthening U.S. partnerships.   A critical mass of trained individuals in key countries is vital to this effort.

Counterterrorism Training

To truly defeat a terror network, there needs to be effective international partners in government and civil society who can extend the counterterrorism effort to all the places where terrorists operate.   This indicator is important because it shows the concrete contributions that the Anti-Terrorism Assistance (ATA) training makes to this need for global counterterrorism capacity building.   Out-year targets are set by projecting the number of courses that will be offered in each partner nation in a given fiscal year based on the trajectory outlined in current Country Assistance Plans (CAPs) and based on the funding expected or estimated to be available to obligate in a particular partner nation during the fiscal year in question. The total number of courses to be offered is then multiplied by the average number of students trained per ATA course based on past records.   For this indicator, the ATA program exceeded its FY 2012 target of training 7,799 foreign law enforcement officials in counterterrorism skills by 26.5%. The FY 2012 result differs from the FY 2012 target because limited baseline data exists with which to set accurate targets. FY 2013 and FY 2014 targets have been adjusted in light of the results from both FY 2011 and FY 2012. The downward trend of out-year targets reflects corresponding decreases in out-year funding.

STRATEGIC GOAL ONE								
Program Area: Counterterrorism								
Performance Indicator: Number of Students Trained in Anti-Terrorism Topics and Skills through the Anti-Terrorism Assistance (ATA) Program								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
4,908	4,700	10,591	8,504	7,799	9,869	Above Target	7,921	5,714
Data Source: To determine the results, we added up the actual number of students trained in each course delivered in each partner nation within that fiscal year.								
Data Quality: To determine the indicator, the number of students trained, we examine data from the respective posts, ATA Training Management Division (TMD) records, Training Delivery Division (TDD) records, and After Action Reviews provided after each course to ATA's Training Curriculum Division. The number of students trained is reflected in the After Action Reviews and is uploaded into TDD and TMD records. This number is drawn from the class roster graduates of each course, which is created by the instructors or ATA support personnel at post.								

Program Area: Combating Weapons of Mass Destruction

	FY 2012 Initial Actual	**FY 2013 Estimate**	**FY 2014 Request**
Combating Weapons of Mass Destruction ($ in thousands)	330,620	–	290,134

The proliferation of Weapons of Mass Destruction (WMD) to states of concern, non-state actors, and terrorists is an urgent threat to the security of the United States and the international community.   To combat this threat, the United States works to prevent the spread of WMD - whether nuclear, biological, chemical, or radiological - and their delivery systems, as well as the acquisition or development of such weapons capabilities by states of concern and terrorists.   Foreign assistance funding is vital to this effort. These programs are used to strengthen foreign government and international capabilities to deny access to

WMD and related materials, expertise, and technologies; destroy WMD and WMD- related materials; prevent nuclear smuggling; strengthen strategic trade and border controls worldwide; and counter terrorist acquisition or use of materials of mass destruction.

Export Control Systems

Strong strategic trade and border control systems are at the forefront of U.S. efforts to prevent the proliferation of WMD.   The Export Control and Related Border Security (EXBS) Program assists foreign governments with improving their legal and regulatory frameworks, licensing processes, and enforcement capabilities to stem illicit trade and trafficking in, and irresponsible transfers of, WMD-related components and advanced conventional weapons.   In FY 2012, the EXBS program assisted over 50 partner countries to bolster their capacities to interdict unlawful transfers of strategic items as well as to recognize and reject transfer requests that would contribute to proliferation.

Program-wide assessment data provides a basis to evaluate overall EXBS program effectiveness across all partner countries.   Assessments are conducted using the Rating Assessment Tool (RAT), with methodology centered on 419 data points examining a given country's licensing, enforcement, industry outreach, and international cooperation and nonproliferation regime adherence structures.   EXBS funds independent third parties to conduct baseline assessments and periodic assessment updates, with internal updates otherwise conducted annually.   All country-specific RAT scores are averaged to calculate a program-wide score, using this score to track EXBS performance on a year-to-year basis.   Using this metric since FY 2009, EXBS strives for a 4 percent annual increase to its program-wide score.

STRATEGIC GOAL ONE								
Program Area: Combating Weapons of Mass Destruction								
Performance Indicator: Aggregate Bilateral Country Rating Assessment Tool Score Demonstrating the Status of an Effective and Institutionalized Export Control System that Meets International Standards Across all Program Countries								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	4	4	4	4	4	On Target	4	4
Data Source: Export Control and Related Border Security (EXBS) annually assesses the status of strategic trade control systems in all countries where EXBS assistance is provided. Assessments are conducted using methodology originally developed by the University of Georgia's Center for International Trade and Security (UGA/CITS). EXBS funds UGA/CITS and others to conduct baseline assessments and periodic re-assessments while otherwise reassessing each partner country annually through internal progress reporting								
Data Quality: Assessment methodology is centered on a 419-data point Rating Assessment Tool. This tool is applied to all EXBS partner countries annually to derive country-specific numeric scores. Scores are then averaged across all countries to provide an overall EXBS program score for the given fiscal year. The above indicator strives for a 4% annual increase to the overall EXBS program score.								

Biological Threat

The biological weapon (BW) threat is of particular concern because biological agents are widespread and commonly used or needed for medical, agricultural, and other legitimate purposes; the expertise and equipment necessary for developing and disseminating BW is increasingly available; and the consequences of a bioterrorism attack could be devastating.   A key objective of the President's National Strategy for Countering Biological Threats is mitigating the potential for misuse of the life sciences in a manner that does not stifle innovation or scientific advances.   The State Department's Biosecurity Engagement Program (BEP) was launched in 2006 to reduce the likelihood that terrorists and proliferant states could access BW-applicable knowledge, expertise, and/or materials.   BEP advances its mission by

enhancing security at laboratories that house dangerous pathogens like anthrax; boosting BW detection capabilities in the public health, veterinary, and law enforcement sectors; and institutionalizing biorisk management practices.   BEP utilizes an indicator of program success that tracks the number of activities to improve biosecurity and laboratory biosafety that BEP can organize and fund in priority countries and regions.

Activities in FY 2012 focused on enhancing biosecurity in high threat countries of South Asia, the Middle East, and North Africa, and improving physical security and biorisk management practices at priority laboratories in Yemen, Iraq, Afghanistan, Indonesia, and Kenya, among others.   BEP sponsored scientists, technicians, and engineers from 43 countries throughout the Middle East, South and Southeast Asia, North Africa, and other regions to participate in 226 trainings, conferences, projects, and grants to further nonproliferation objectives and improve pathogen security, laboratory biosafety, and the capacity of countries to control outbreaks of especially dangerous diseases.   The increase in the number of activities reported under this Indicator is due to collaborative efforts between BEP and implementing partners to maximize the impact of BEP's financial support for biosecurity projects.   As an example of BEP's activities in FY 2012, BEP collaborated with Yemen's Central Public Health Laboratory and Central Veterinary Laboratory to perform risk assessments of these laboratories which house dangerous pathogens and complete plans to enhance physical security at both facilities.   These plans have laid the groundwork for critical facility security upgrades at these laboratories in FY 2013.

STRATEGIC GOAL ONE								
Program Area: Combating Weapons of Mass Destruction								
Performance Indicator: Number of Activities Carried Out to Improve Pathogen Security, Laboratory Biosafety, and Biosecurity								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
89	157	165	175	180	226	Above Target	197	191
Data Source: The Department of State's Bureau of International Security. Reports of trainings and other activities that took place in countries throughout Asia, the Middle East, and Latin America.								
Data Quality: Once a project is undertaken, data is obtained in a timely manner and thoroughly reviewed by expert consultants, Global Threat Reduction (GTR) Program Managers, and the relevant Contracting Officer's Representative. Data must meet five quality standards of validity, integrity, precision, reliability and timeliness. For details, refer to Department of State's Data Quality Assessment reference guide - http://spp.rm.state.gov/references.cfm.								

Program Area: Transnational Crime

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Transnational Crime ($ in thousands)	**91,523**	**–**	**83,499**

The principal transnational criminal threats to U.S. homeland security and to the U.S. economy are weak international financial controls and emerging challenges posed by cybercrime, intellectual property theft and insecure critical infrastructure, trafficking in persons, and migrant smuggling. These criminal activities not only threaten our national security by financing terrorist activities, but also place a significant burden on U.S. businesses and American citizens. Cybercrimes and intellectual property theft in today's open internet society demand international commitment and cooperation if we are to protect individual rights and maintain the basis for a free enterprise system.

U.S. assistance efforts to mitigate the effects of transnational crime on the United States and its partners

incorporate two main strategies to achieve optimal impact. The first is building the capacity of foreign law enforcement agencies to combat complex transnational crimes such as money laundering, cyber crime, corruption, criminal gangs, trafficking-in-persons and migrant smuggling so that they are able to assist in multinational efforts to disrupt the global networks of transnational criminal organizations.   The second is engaging foreign governments in the effort to improve procedural security at key access points into the United States.   Transnational crime programs support efforts focused on countering corruption and transnational crimes, including intellectual property and cyber crimes; anti-money laundering and financial crimes; enhance border security efforts and anti-alien smuggling; international organized crime; and anti-corruption and anti-kleptocracy programs.

U.S. programs target cross-border crimes that threaten the stability of countries, particularly in the developing world and in countries with fragile transitional economies.   Transnational criminal threats include financial crimes and money laundering, intellectual property theft, and organized and gang-related crime. These criminal activities not only threaten U.S. national security by facilitating terrorist acts, but also harm U.S. businesses and American citizens.   Beyond the damage the transnational criminal organizations and their crimes cause in the United States, they impede partner country efforts to maximize their political, economic, and social development.

Financial Intelligence Unit (FIU)

Combating money laundering and financial crimes is an approach for disrupting the actions of organized crime syndicates, but it has proved to be an important tool in combating various revenue-generating crimes including organized crime and corruption as well as the financing of terrorism.   The United States is among the global leaders in the effectiveness of our anti-money laundering/counterterrorism financing (AML/CFT) regime and our foreign assistance includes technical, financial, and logistical support for foreign efforts to combat money laundering by increasing their ability to trace assets and for law enforcement capacity to use this information operationally.   Partnerships with the U.S. interagency, the donor/provider community, and multilateral organizations promote implementation of Financial Action Task Force (FATF) standards to counter money laundering and terrorist financing.   The United States supports and coordinates training and capacity building related to regulatory, law enforcement, financial intelligence units (FIUs), prosecution and asset forfeiture, with training courses and long-term mentors. On the multilateral side, the United States contributes to the work of the FATF-style regional bodies (FSRBs) by funding assessments, training, and advanced exercises to explore specific transnational money laundering and terrorist financing threats, and by working with them bilaterally and through the FATF to improve their efficacy for their members.

The following indicator focuses on one aspect of anti-money laundering and financial crimes activity: the number of countries with Financial Intelligence Units (FIU).   An FIU is a central, national agency responsible for receiving, analyzing and disseminating information to the component authorities of financial information concerning suspected proceeds of crime and potential financing of terrorism, or required by national legislation or regulation, in order to counter money laundering and terrorism financing.   This indicator asks for number specific to extant FIUs; however, any country can have their version of a FIU and that FIU does not need to comply with the international standard.   The Egmont Group is the national standard-setting body for FIUs, which works by members sharing and requesting financial intelligence information on short notice, secretly and expediently via an encrypted IT platform. Any FIU that believes it is in compliance with the Egmont Group criteria is eligible to apply to become an Egmont member FIU.   Egmont members can then serve as the sponsor for membership in Egmont, take on the vetting and work with other FIUs to ensure they meet the requisite standards.

The number of countries with FIUs recognized by the Egmont group has been steadily increasing, strengthening the global network of information sharing in areas of particular strategic and regional

significance.   In 2010, four countries joined the Egmont group.   In 2011, seven countries joined the Egmont group. This was the largest group of new members that had been admitted for several years.   In 2012, four countries – Gabon, Jordan, Tajikistan, and Tunisia – were endorsed as new members of the Egmont Group.   This brings the current total number of members to 131, which exceeded the 2012 target of 130.

However, the pace has slowed down in the number of countries joining the Egmont group due to member FIUs' resource constraints and significant challenges faced by nonmember FIUs.   In addition, since there can only be one FIU per country, the increase in the number of members will eventually stop once all countries are members.   There are multiple reasons for the shift in momentum: countries that have had an easier time comporting with the standards have all already joined Egmont, which leaves the countries that are more challenged and require more time and attention before they can join Egmont.   Egmont members are also looking inward, examining their own efficacy and the Egmont standards in light of the new FATF Recommendations, and are finding that some Egmont FIUs are underperforming.   In addition, Egmont members may have their own resource constraints and may be working less intensively with the FIUs that they sponsor.

STRATEGIC GOAL ONE								
Program Area: Transnational Crime								
Performance Indicator: The Existence of Financial Intelligence Unit (FIU) in Host Country								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
108	116	120	127	130	131	Above Target	N/A	N/A
Data Source: The Egmont group which is a group of FIUs. Any FIU that believes it is in compliance with the Egmont Group criteria is eligible to apply to become an Egmont member FIU. Each year at its Plenary session, usually held in June or July, the Egmont group announces its new members. The Egmont list of members is available at <http://www.egmontgroup.org/about/list-of-members>.								
Data Quality: In order to be a member of the Egmont Group a FIU must meet its criteria of being a central, national agency responsible for receiving, (and as permitted, requesting), analyzing and disseminating to the competent authorities, disclosures of financial information. All data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, <http://www.usaid.gov/policy/ads/200/203.pdf>).								

Program Area: Conflict Mitigation and Reconciliation

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Conflict Mitigation and Reconciliation ($ in thousands)	556,154	–	256,205

To meet U.S. foreign policy commitments for building peace and security, assistance resources must be used to prevent and manage violent conflict at the local level.   U.S. assistance programs are designed to address the unique needs of each country as it transitions from conflict to peace and to establish a foundation for longer-term development by promoting reconciliation, fostering democracy, and providing support for nascent government operations.   In addition, assistance resources help ensure that U.S. assistance programs in other sectoral areas (economic growth, education, etc.) are sensitive to the conflict dynamics of the local country context, and do not exacerbate existing tensions and grievances among groups.   These programs help to mitigate conflict in vulnerable communities around the world by improving attitudes toward peace, building healthy relationships and conflict mitigation skills through

person-to-person contact among members of groups in conflict, and improving access to local institutions that play a role in addressing perceived grievances.

New Groups or Initiatives Created to Resolve Conflict or the Drivers of Conflict

The number of new groups created through U.S. funding registers the creation of a new group or entity, as well as the launch of a new initiative or movement by an existing entity that is dedicated to resolving conflict or the drivers of the conflict. Groups include registered non-governmental organizations, clubs, associations, networks, or similar entities. Initiatives may be campaigns, programs, projects, or similar sets of activities sustained over a period of three months or more by the same types of groups/entities.

In FY 2012, a total of eight countries and two Washington bureaus reported data. More than 17,000 new groups were created in FY 2012, well exceeding the target of 925. A dramatic increase in youth programs and initiatives created in Kenya accounted for 16,164 of the results. Since the formation of the county forums and the National Youth Bunge Association, the Kenyan youth have organized at different stages including at constituency levels/forums and organized activities sensitive to drivers of conflict and how to address them. The youth at the Coast, Rift Valley, Nyanza and Nairobi have worked with Democracy, Human Rights and Governance partners in addressing and resolving issues of conflict. Modifications in the six Yes Youth Can Regional programs have provided the window of opportunity for greater flexibility from partners in responding to youth needs in dynamic and diverse contexts. These programs have encouraged youth-led activities going beyond initial expectations and are reflected in the Mission's out-year targets.

STRATEGIC GOAL ONE								
Program Area: Conflict Mitigation and Reconciliation								
Performance 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 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	440	925	17,148	Above Target	12,752	14,296
Data Source: For FY 2012, countries reporting results included Azerbaijan, Cote de Ivoire, Democratic Republic of the Congo, Georgia, Kenya, Peru, Rwanda, and Sudan.								
Data Quality: Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID_s Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

STRATEGIC GOAL TWO

Effectively manage transitions in the frontline states

Effective transitions in Iraq and Afghanistan are critical to U.S. national security.   In Iraq, we are building a lasting strategic partnership with a united, federal, and democratic Iraq that can play a constructive role in a turbulent region. As we bring our diplomatic presence to a more appropriate size, we will pursue a targeted strategy aimed at strengthening Iraq's security forces, promoting good governance, protecting vulnerable populations, and developing positive regional relationships. In Afghanistan and Pakistan - the frontline of our efforts against al-Qa'ida and its extremist sympathizers - we, together with our partners in the Department of Defense, will build on the progress of the military and civilian surges launched in FY 2010 through three mutually reinforcing tracks:

- A continued military offensive against al-Qaida terrorists and Taliban insurgents;
- A civilian campaign to bolster the governments, economies, and civil societies of Afghanistan and Pakistan to undercut the pull of the insurgency while promoting protection of basic rights for the Afghan people, especially women and other vulnerable groups; and
- An intensified diplomatic push to support an Afghan-led political process aimed at splitting the Taliban from al-Qa'ida and ending the Afghan war, through enhanced regional diplomatic efforts to build support for the Afghan-led process and secure commitments to free the region of al-Qa'ida.

A discussion of performance for this Strategic Goal is addressed in the State Operations APP/APR.

STRATEGIC GOAL THREE

Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being

- **Promote effective, democratic governance and vibrant civil societies**. Participatory, accountable, and transparent governance is the lynchpin of democratic and development progress, and global security, and prosperity. Good governments are legitimate representatives of their people and responsive to their needs and aspirations. We will work with political and civil society leaders to support the emergence of civic norms and leadership that uphold the rule of law, reject corruption, and advance human rights. We will assist in building key domestic institutions of democratic accountability such as vibrant civil societies, the free flow of information, free and fair electoral processes, strong legislatures, and independent judiciaries. We will help build the capacity of states to mobilize domestic resources, and design, implement and manage effective policies and programs that uphold basic human rights and provide for the security, basic health and education services, and economic opportunity of their citizens and other residents, including refugees. We will provide critical technical assistance in forging new democratic processes to transitional countries. In partnership with DFID, Sweden, and Omidiyar Network, we will support increased government transparency and accountability through the Making All Voices Count Grand Challenge. We will also work to empower marginalized and at risk populations, including women, youth, religious minorities, people with disabilities, indigenous, and lesbian, gay, bisexual and transgendered (LGBT) people, as equal partners in vibrant, democratic societies. Through rigorous impact evaluations, we will explore what works and what doesn't to increase the effectiveness of our democracy and governance programming.

- **Advance human rights**. We protect human rights because of both their intrinsic and instrumental value. Political systems that protect human rights are more stable and secure. Human rights include civil, political and labor rights, and equal protection under the law, including protections for minorities and marginalized groups that help ensure that all inhabitants of a country, regardless of race, religion, age, gender, sexual orientation, gender identity, gender expression or other status, can fully enjoy universally recognized human rights and fundamental freedoms. Working bilaterally and multilaterally, we will integrate attention to the protection of human rights within diplomatic and development work around the globe, including in our engagement with repressive regimes. We will work to facilitate freedom of information and expression, including internet freedom, a free and independent press, and unrestricted communication, and support freedom of association and the ability of individuals and civil society to organize and mobilize around constituent interests. We seek innovative ways to: advance equal rights and opportunity for women and girls; promote mutual respect and protect minority rights, including LGBT people and people with disabilities; and promote equal access to justice and widespread participation in political processes, including for youth and other vulnerable populations. We will promote the use of technology in combating human trafficking and preventing atrocities through the Counter-Trafficking in Persons Campus Challenge and the Tech Challenge for Atrocity Prevention. We will use qualitative and quantitative methods, including surveys, retrospective reviews, and evaluation, to inform evidence-based human rights programming.

- **Promote sustainable, broad-based economic growth**. Sustained, broad-based economic growth is the most powerful force for eradicating poverty and expanding opportunity. Increasing the number of countries that can participate in the global economy to the benefit of their people enhances the future security and prosperity of the United States and the international community. Recognizing the importance of sound governance to key economic outcomes, our diplomatic

efforts and development approaches should promote, incentivize and support the legal, regulatory, and policy reforms and investments that will enhance broad-based, equitable economic opportunity, including for women. These include equitable and predictable access to capital and markets; integrity and transparency in public financial management and regulatory systems; facilitation of entrepreneurship and the formalization of small and medium enterprises; investment in science, technology, and innovation; trade capacity building; and support to domestic and international private sector investment. Further, we will elevate our focus on and work with multilateral partners to promote strategies for innovative approaches to development finance, including domestic resource mobilization and leveraging private sector resources for capital-intensive investments which yield sustainable and broad economic benefits to states and their citizens.

- **Advance peace, security, and opportunity in the Greater Middle East**. The dramatic political changes unfolding in the Middle East and North Africa call for a broad realignment of American policy toward the region to respond to the opportunities to expand stable, democratic states and secure our regional objectives in a changed landscape. Going forward, we will (1) promote and support political change in the region, elevating and integrating political reform, human rights, and the rule of law into our strategic engagement even as the reforms we urge will vary case by case; (2) advance broad-based economic growth and modernization by supporting and incentivizing structural economic reforms, trade liberalization, and strategies for private-sector led growth that will sustainably create jobs, particularly for the region's youth and underrepresented populations; (3) pursue comprehensive Arab-Israeli peace by supporting a peace process aimed at a comprehensive resolution of the Arab-Israeli conflict through direct negotiations between the parties to support a secure Israel alongside a stable, democratic, and prosperous Palestinian state. We will also (4) strengthen regional security by pursuing a robust and broad-based Gulf security agenda; by encouraging Iraq's continued progress toward a safe, secure, self-reliant and democratic future; and by countering Iran's negative influence in the region.

- **Effectively implement Presidential Initiatives that bring the full set of U.S. diplomatic and development assets to bear on key determinants of human welfare**.

  o **Promote global health and strong health systems**. Through the Global Health Initiative (GHI), the United States seeks to build on country-owned platforms as well as the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative (PMI) and earlier investments in fighting tuberculosis and promoting maternal and child health, including family planning to foster sustainable, effective, efficient and country-led public health systems and programs that deliver essential health care and improve health outcomes. For maximum impact, GHI centers on improving the health of women, newborns, and children by focusing on safe births and family planning, child health, infectious disease, clean water, nutrition, and neglected tropical diseases.

  o **Increase food security**. Through Feed the Future, the U.S. Government's global hunger and food security initiative, the United States aims to assist millions of vulnerable women, children, and family members – mostly smallholder farmers – to escape hunger and poverty. With a focus on smallholder farmers, particularly women and other vulnerable groups, Feed the Future supports partner countries in developing their agriculture sectors to spur economic growth that increases incomes and reduces hunger, poverty, and undernutrition, Feed the Future's efforts are driven by country-led priorities and rooted in partnerships with governments, donor organizations, the private sector, and civil society to enable long-term success. By catalyzing private sector economic growth, finance, and trade with necessary

investments in public goods as well as policy, legal, and regulatory reforms; using science and technology to sustainably increase agricultural productivity; protecting the natural resource base upon which agriculture depends; and investing in improving nutrition for women and young children as a foundation for future growth, Feed the Future.

o **Reduce climate change and alleviate its impact**. Through the Global Climate Change Initiative (GCCI), the United States will integrate climate change considerations into relevant foreign assistance and diplomatic initiatives through the full range of bilateral, regional, multilateral, and private mechanisms.   We will invest strategically in building lasting resilience to unavoidable climate impacts; reducing emissions from deforestation and land degradation; and, supporting low-carbon development strategies and the transition to a sustainable, clean energy economy.

In FY 2012, the United States committed over $17.9 billion in funding on Program Areas within Strategic Goal Three, representing over 52 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to promote democratic governance, respect for human rights, sustainable, broad-based economic growth, and well-being. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal Three of the 35 indicators that reported performance for FY 2012, 18 indicators were above target, two were on target, 14 were below target, and one indicator improved, but did not meet its target.

FY 2012 Performance Results for Strategic Goal Three

Improved, but Target not Met 1 3%

Below Target 14 40%

Above Target 18 51%

On Target 2 6%

Total Indicators = 35

Program Area: Rule of Law and Human Rights

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Rule of Law and Human Rights ($ in thousands)	939,677	–	912,636

The United States supports programs that help countries build the necessary rule of law infrastructure, particularly in the justice sector, to uphold and protect their citizens' basic human rights.   The rule of law is a principle of governance under which all persons, institutions, and entities, public and private, including the state itself, are accountable to laws that are publicly promulgated, equally enforced, independently adjudicated, and consistent with international laws, norms, and standards.

Activities in this Program Area also advance and protect individual rights as embodied in the Universal Declaration of Human Rights and international conventions to which states are signatories.   This includes defending and promoting the human rights of marginalized populations such as women, youth, religious minorities, people with disabilities, indigenous groups, and lesbian, gay, bisexual, and transgendered people.   Priorities also include using innovative strategies to counter human trafficking and atrocity prevention.

Case Management Improvement

By helping build effective case management systems, assisted governments are able to increase the effectiveness, compliance, and accountability of justice systems. Improved case management leads to a more effective justice system by decreasing case backlog and case disposition time, reducing administrative burdens on judges, increasing transparency of judicial procedures, and improving compliance with procedural law.

A total of 702 courts improved their case management systems as a result of U.S. assistance in FY 2012, falling just below the target of 723.   A total of 15 countries reported improved case management systems as a result of U.S. assistance. In previous years, the Afghanistan mission counted data from both courts and dewans.   However, due to a new tabulation that now counts only court systems, the number of Afghan courts with improved case management systems was actually 299 as opposed to the FY 2012 target of 537.

STRATEGIC GOAL THREE								
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of USG-Assisted Courts with Improved Case Management Systems								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
567	337	573	742	723	702	Below Target	708	729
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Human Rights Activities

The U.S. Government promotes and defends human rights in a whole range of ways including: supporting Non-Governmental Organizations (NGOs) that advocate for and monitor human rights; training and supporting human rights defenders and other watchdog groups; providing legal assistance and medical and psycho-social care and treatment to victims of organized violence and torture; supporting atrocity prevention efforts;   supporting counter-trafficking in persons efforts; promoting transitional justice initiatives; and promoting and protecting the rights of vulnerable groups including LGBT persons, indigenous peoples, people with disabilities, war victims, and displaced children and orphans.

With the creation of the new DRG Center at USAID, "human rights" have been elevated as a co-equal pillar alongside democracy and governance, a new Human Rights Team has been created, and a new Human Rights Fund was launched in order to assist Missions with the development of human-rights programs.   During this first year of the Fund, $3 million was made available to six USAID Missions

while, in future years, $8 million will be available to USAID Missions.

Examples of activities funded

- In DRC, support for UNICEF to help secure the release of children from armed groups in the DRC and to provide rehabilitation services including psychological and medical care, and housing in transit centers.
- In South Africa, support for the Government of South Africa to strengthen prosecution and adjudication of sexual offenses, in particular those targeted against the LGBT community.
- In Vietnam, support to identify and assess the capacity of LGBT CSOs and to strengthen the organizational and advocacy capacity of a select number of LGBT CSOs.
- In Kenya, support to establish operational capability and improve public awareness the new Independent Policing Oversight Authority (IPOA), conduct a study to understand the nature and degree of police abuse in Nairobi, and establish real-time police abuse tracking through the Ushahidi platform.
- In Zimbabwe, support to enhance local led monitoring of political violence and electoral manipulation and reinforce civil society's capacity to effectively use video for human rights documentation.

In addition, the United States also launched two innovative human rights-related development "challenges" that provide leverage to private-public partnerships in applying cutting edge solutions to preventing mass atrocities and combat human trafficking (The Tech Challenge for Atrocity Prevention and the C-TIP Campus Challenge .

While several domestic NGOs engaged in monitoring or advocacy work on human rights are receiving U.S support either directly or indirectly, the actual FY 2012 figure deviates from the target because the target was based on last year's estimate of the total number of grantees and their subgrantees; however, only a few grantees are required under the terms of their grantee agreements to actually report on this particular indicator.   As such, in FY 2012, the United States performed below the target of 1,396.

STRATEGIC GOAL THREE								
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of Domestic NGOs Engaged in Monitoring or Advocacy Work on Human Rights Receiving USG Support								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
3,988	3,484	4,679	4,662	1,396	818	Below Target	449	265
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

STRATEGIC GOAL THREE								
Program Area: Rule of Law and Human Rights								
Performance Indicator: Number of Human Rights Defenders Trained and Supported								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	3,345	3,405	15,426	Above Target	12,322	10,041
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: Good Governance

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Good Governance ($ in thousands)	**1,036,838**	**–**	**1,220,396**

U.S. assistance in support of Good Governance includes efforts to help partner countries build government institutions that are democratic, effective, responsive, transparent, sustainable, and accountable to citizens.   Constitutional order, legal frameworks, and judicial independence constitute the foundation for a well-functioning society, but they remain hollow unless the government has the capacity to apply these tools appropriately.   Activities in this Program Area support avenues for public participation and oversight, for curbing corruption, and for substantive separation of powers through institutional checks and balances.   Transparency, accountability, and integrity are also vital to government effectiveness and political stability. Strategies for promoting transparency, accountability, and improved responsiveness of governments include the support of global partnerships, such as the Open Government Partnership, and innovative technology solutions.

Executive Oversight

A total of ten countries reported that the legislature had taken executive oversight actions in FY 2012. The number of actions taken was 279, well below the target of 424.   Countries reporting included Georgia, Haiti, Indonesia, Kenya, Kosovo, Macedonia, Niger, Somalia, Vietnam and Zimbabwe. Although the target was missed, Kenya, a large contributor to this indicator, showed progress towards more executive oversight actions in the number of financial scandals involving various government ministries that were exposés by the media and civil society organizations. The Parliamentary Committees responded to the exposé and public outcry by initiating investigations, with the Finance Committee being particularly active this past year. The Finance Committee investigated government loan guarantees for hydroelectric power projects as well as the restructuring agreement between the Central Bank and a local bank currently under receivership. Reports from the three main watchdog committees will be reported on in FY 2013. Because of this robust activity, the out-year targets for Kenya have been adjusted upwards to reflect the increased capacity of the oversight committees.

STRATEGIC GOAL THREE								
Program Area: Good Governance								
Performance Indicator: Number of Executive Oversight Actions Taken by Legislature Receiving USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
15,144	3,949	3,971	317	424	279	Below Target	116	75
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Training for Executive Branch Personnel

The executive branch is generally tasked with executing the many routine tasks of the state, including managing service delivery and enforcing the nation's laws.   The civil servants and public employees who work in the executive are therefore critical to the effective and responsive management of the state. Building the skill-base of executive branch staff can therefore positively impact the overall effectiveness of state performance.   A total of 5,394 executive branch personnel were trained in FY 2012, well above the target of 666. This was due largely to an intensive training program in Indonesia that trained 3,427 personnel.

STRATEGIC GOAL THREE								
Program Area: Good Governance								
Performance Indicator: Number of Training Days Provided to Executive Branch Personnel with USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	315	666	5,394	Above Target	6,121	5,860
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: Political Competition and Consensus-Building

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Political Competition and Consensus-Building ($ in thousands)	246,531	–	212,580

Political Competition and Consensus-Building programs encourage the development of transparent and inclusive electoral and political processes, and democratic, responsive, and effective political parties. The United States seeks to promote consensus-building among government officials, political parties, and

civil society to advance a common democratic agenda, especially where fundamental issues about the democratization process have not yet been settled.

Open, transparent and competitive political processes ensure that citizens have a voice in the regular and peaceful transfer of power between governments. Extensive, long-term assistance is frequently needed to build the necessary groundwork for a credible and just electoral process. U.S. programs support efforts to ensure more responsive representation and better governance over the long term by working with candidates, political parties, elected officials, nongovernmental organizations, and citizens before, during, and in between elections. An open and competitive electoral system is also a good barometer of the general health of democratic institutions and values, since free and fair elections require a pluralistic and competitive political system, broad access to information, an active civil society, an impartial judicial system, and effective government institutions. U.S. programs are designed to provide assistance where there are opportunities to help ensure that elections are competitive and reflect the will of an informed citizenry and that political institutions are representative and responsive.

U.S. assistance supports electoral-related activities in advance of significant elections in key transitional societies or in new and fragile democracies. Funded activities include efforts to improve electoral legislation, election administration, non-partisan political party development, political participation, and voter education and turnout. Priority is given to initiatives that emphasize outreach to women, youth, minorities, and other underrepresented groups.

Voter and Civic Education

The provision of voter and civic education in developing democracies helps ensure that voters have the information they need to be effective participants in the democratic process, contributing to the development or maintenance of electoral democracy. The unit of measure is defined as any eligible voter that receives voter or civic education messages through print, broadcast, or new media, as well as via in-person contact. Voter and civic education also includes community-based trainings in underserved areas, public service announcements on electronic media, written materials, internet-based information and messages using the new media (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter). Content may include voter motivation, explanation of the voting process, the functions of the office(s) being contested, and descriptions of the significance of the elections in democratic governance.

In FY 2012, voter and civic education efforts reached 58,020,113 persons in 22 countries, nearly double the targeted level. For instance, in the Democratic Republic of the Congo, voter and civic education was expanded from four provinces to eleven, with 280 small grants allocated to 200 local CSOs in FY 2012. In Columbia, the United States was successful in creating more alliances with mass media. These alliances made the media a key player in local elections given that they became an active partner of the debate commissions, together with civil society organizations. Specifically, 714 Colombians attended the debates (gubernatorial and mayoral debates); approximately 2,300 households viewed the Cartagena debates online; 4,500 people in the Montes de Marregion learned about the proposals of candidates to governor of Boland Sucre through the local newspaper; 150,000 Colombians listened to the discussion of issues facing the local elections on the "Value of the Vote" program on the local radio station; 360,000 citizens were informed by the information placed on local and national web pages; 136 people attended workshops on agenda issues and post-election analysis conducted by the implementing partners; 10,000 Colombians in target municipalities received booklets with information on the voting process.

STRATEGIC GOAL THREE								
Program Area: Political Competition and Consensus-Building								
Performance Indicator: Number of Individuals Receiving Voter and Civic Education through USG-Assisted Programs								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	19,108,679	29,480,135	58,020,113	Above Target	59,878,338	13,601,710
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data are verified using Data Quality Assessments (DQA) and must meet five data quality standards of validity, integrity, precision, reliability, and timeliness. The methodology used for conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: Civil Society

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Civil Society ($ in thousands)	603,262	–	533,443

A fully participatory, democratic state must include an active and vibrant civil society, including an independent and open media, in which individuals can peacefully exercise their fundamental rights. U.S. assistance continued to support better legal environments for Civil Society Organizations (CSOs); improve their organizational capacity and financial viability; allow them to work more successfully in the arenas of advocacy and public service provision; and empower traditionally marginalized groups, such as women, ethnic and religious minorities, LGBT persons, disabled persons, and youth; and promote the free flow of information, including via the Internet.

Advocacy Interventions

Civil society participation in democratic policymaking improves the transparency and accountability of one's government and of the legislative process.   This measure captures more than one democracy and governance outcome - it indicates that Civil Society Organizations (CSOs) have the capacity to substantively participate in democratic policymaking and that legislators are open to public participation. The indicator measures CSOs' active participation in, or engagement with the legislature, including: attending and contributing to committee meetings, sending policy briefs, sending comments on proposed legislation, and providing research.   Both civil society advocacy efforts with legislatures and legislative outreach and openness to civil society engagement are also activities under this indicator.

For FY 2012, a total of 11,247 CSOs receiving U.S. assistance engaged in advocacy interventions, almost triple its target of 4,084. The USAID Global Labor Program reached 154 CSOs that promote international labor standards, workers' rights and gender equality in the workforce, mostly through democratic trade unions in Latin America, Asia, Africa, East and Central Europe, and the former Soviet Union.   For example, in South Africa, support for unions led to significant advancements on gender and domestic worker policies. In Liberia, a historic collective bargaining agreement was signed between a local labor union and the largest mining multinational company in Liberia. In Bangladesh, union partners formed local organizing committees in 12 apparel businesses and conducted trainings on labor law and union rights for workers from 88 factories. In Honduras, a banana worker's union was formed in cooperation with several agro-industrial unions and hundreds of union members were trained on union administration and leadership.

STRATEGIC GOAL THREE								
Program Area: Civil Society								
Performance Indicator: Number of Civil Society Organizations Receiving USG Assistance Engaged in Advocacy Interventions								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
1,753	1,772	2,629	4,362	4,084	11,247	Above Target	23,937	19,254
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Media Freedom

Free media (including print, broadcast, wireless, and Internet media) play key communications and linking roles in all political systems, providing a voice to civil society, business, government, and all other actors at the local, national, and international levels.   Ideally, a professional and independent fourth estate helps underpin democracy by disseminating accurate information, facilitating democratic discourse, and providing critical and independent checks on government authorities. Media sector programs generally involve focused support in the key directions of the legal enabling environment for free or freer media; the professional training of journalists, editors, and production staff; building local training capacities of journalism schools and mid-career training centers; management training and media business development; and support for professional and industry associations in the media sector.

Since the early-1990s, independent media programs by over 50 missions have progressively integrated evolving Information and Communication Technologies (ICT) into media support programs, adapted to local needs and infrastructure capacities.   Starting with simple Internet connections and web projects in the early 1990s, media assistance programs have progressively pushed the leading edges of ICT applications in the media sector.   Depending on specific country needs, current media programs generally encompass: Internet and multi-media training for journalists; specialized training for bloggers and citizen reporters; development of databases to facilitate research, information, and news story exchanges among media; support for multi-media newsrooms and platforms; media applications of cell phone technologies; legal-regulatory support for expanding electronic media rights; and much more. ICT also finds heavy applications in less advanced media markets.   For example, community radio stations even in the poorest rural markets (e.g. Mali, Haiti, Timor-Leste) make more effective use of Internet information exchanges and cell-phone interactive connectivity with their audiences as the result of U.S.-supported media programs.

The success of U.S. media assistance varies, depending upon the specific program and country context In closed societies, the United States supported Internet Security Coalition (ISC) project advances sustained technical assistance to civil society organizations, independent media, and individuals whose use of ICT for expression, journalism, communications and advocacy is important for their societies, but potentially risky.   ISC bridges the gap between technical specialists in the developed world and developing-world rights defenders by forging the links within the ecosystem to become a loose network that shares information on best practices and assumes the role of organically providing technical assistance.   In FY 2012, the number of non-state media outlets assisted by the U.S. Government

exceeded 2,700, well above the target of 1,891 and the 1,507 non-state outlets supported in FY 2011. The improved performance was due to higher than expected support for non-state media in Armenia, Serbia and Ukraine.

STRATEGIC GOAL THREE								
Program Area: Civil Society								
Performance Indicator: Number of Non-State News Outlets Assisted by USG								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
1,488	1,761	1,769	1,507	1,891	2,791	Above Target	1,361	990
Data Source: FY 2012 Performance Reports as collected in the Foreign Assistance and Coordination System (FACTS).								
Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used for conducting the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: HIV/AIDS

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	8,999,578	–	8,880,634
HIV/AIDS	5,893,110	–	6,000,250

The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) is the U.S. Government's initiative to help save the lives of those suffering from HIV/AIDS around the world. This historic commitment is the largest by any nation to combat a single disease internationally, and PEPFAR investments also help alleviate suffering from other diseases across the global health spectrum. PEPFAR is driven by a shared responsibility among donor and partner nations and others to make smart investments to save lives. PEPFAR is advancing this agenda in the context of stronger country ownership, with the long-term goal of transitioning host countries (inclusive of all stakeholders) to plan, oversee, manage, deliver and finance a health program responsive to the needs of their people without development assistance.

The PEPFAR program has placed a heightened emphasis on supporting the creation of an AIDS-free generation globally. Toward this goal, PEPFAR is supporting a 20 percent reduction in the number of incident HIV infections in PEPFAR priority countries in sub-Saharan Africa by the end of FY 2013 using evidence-based combination prevention – including the expansion of Anti-Retroviral Therapy (ART) to six million patients; increasing coverage of voluntary male circumcision, and Prevention of Mother-to-Child Transmission (PMTCT) services; and procuring condoms to meet global need.

Antiretroviral Therapy (ART)

Through the rapid scale-up of high-impact HIV combination prevention interventions, including Anti-Retroviral Therapy (ART), the global community can ultimately achieve an AIDS-free generation. Increasing enrollment of individuals into ART programs expands the number of persons receiving life-saving medication, improves quality of life, restores families and communities, and strengthens national strategies to address wide-ranging health and non-health concerns.   In addition, persons receiving these treatments are less able to transmit the virus, so incident infections will be much reduced as these programs expand.

The FY 2012 target for this indicator was exceeded by the end of FY 2012, with 5.1 million adults and children with advanced HIV infection receiving ART.   The FY 2013 target for this indicator represents the aggregate total of individual country targets for the 36 PEPFAR operating units. The FY 2013 target has been calculated on the basis of multi-year trends, implementing partner and host-country scale-up plans, and available resources.   FY 2014 target projections are not yet available at the time of this publication.

STRATEGIC GOAL THREE								
Program Area: HIV/AIDS								
Performance Indicator: Number of Adults and Children with Advanced HIV Infection Receiving Antiretroviral Therapy (ART)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	3.9M	5.0M	5.1M	Above Target	6.0	Not Available
Data Source: Semi-Annual and Annual Progress Reports as captured in U.S. Government FACTS Info reporting system. Most of the 36 PEPFAR operating units contribute to the treatment data. The 36 operating units include Angola, Botswana, Burundi, Cambodia, Cameroon, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d'Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, South Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Department of Health and Human Services, Department of Defense, and the Peace Corps.								
Data Quality: The data are verified through triangulation with annual reports by the United Nations Joint Program on HIV/AIDS (UNAIDS) and the World Health Organization (WHO) that identifies numbers of people receiving treatment. Country reports by UN agencies such as UNICEF and the UN Development Program indicate the status of such human and social indicators as life expectancy and infant and under-5 mortality rates.								

Minimum Care Services

In addition to the scale-up of combination prevention approaches, PEPFAR supports a variety of care and support interventions designed to help ensure that orphans and vulnerable children and people living with HIV/AIDS receive treatment at the optimal time; receive needed support for prevention; receive social, spiritual, and emotional support; and remain healthy and free of opportunistic infections.

The FY 2012 result for the number of eligible adults and children provided with a minimum of one care service is on target for the fiscal year, and exceeds the legislatively-mandated target of 12 million to be achieved by the close of FY 2013.   By the end of FY 2012, 15.0 million eligible adults and children were provided with a minimum of care service in accordance with global guidelines.   In FY 2013, PEPFAR will continue to provide care services to eligible adults and children.   The FY 2013 target represents the aggregate estimate of all PEPFAR-supported country programs based on country-specific scale-up trends for care, as well as service entry-points for HIV testing and counseling, Prevention of Mother to Child Transmission (PMTCT), Anti-Retroviral Therapy (ART), and other services.   FY 2013 target projections are based on a smooth, increasing trajectory of estimated enrollments, associated with comparable scale-up patterns for point-of-entry services.   FY 2014 targets are not yet available, but will be informed by FY 2013 performance trajectories, as well as available resources.

	STRATEGIC GOAL THREE							
Program Area: HIV/AIDS								
Performance Indicator: Number of Eligible Adults and Children Provided with a Minimum of One Care Service								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	12.9M	15.1M	15.0M	Improved, but Target Not Met	16.5M	Not Available

Data Source: Semi-Annual and Annual Progress Reports are captured in the U.S. Government FACTS Info reporting system. Most of the 36 Operating units contribute to the care and support data. The 36 operating units include Angola, Botswana, Burundi, Cambodia, Cameroon, Caribbean Region, Central American Regional Programs, Central Asian Republics, China, Côte d'Ivoire, Democratic Republic of Congo, the Dominican Republic, Ethiopia, Ghana, Guyana, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Russia, Rwanda, South Africa, Sudan, Swaziland, Tanzania, Thailand, Uganda, Ukraine, Vietnam, Zambia, and Zimbabwe. HIV/AIDS results are achieved jointly by the Department of State, USAID and other U.S. Government agencies, such as the Departments of Health and Human Services, Defense, and the Peace Corps.

Data Quality: Data are verified through triangulation with population-based surveys of care and support for orphans and vulnerable children; program monitoring of provider-supported activities; targeted program evaluations; and management information systems that document data from patient care management, facility, community, and program management systems.

Program Area: Tuberculosis

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	**8,999,578**	–	**8,880,634**
Tuberculosis	**256,297**	–	**198,500**

Twenty-two developing countries account for 80 percent of the world's tuberculosis (TB) cases and in 2011, there were approximately 1.4 million deaths due to TB worldwide, including 430,000 deaths among people with HIV co-infection. World Health Organization, Global Tuberculosis Report, 2012. With a shift from 41 to 28 priority countries in FY 2012, USAID achieved significant progress in TB by providing global technical leadership and supporting the expansion of quality TB services in 28 high-burden, strategically important countries. USAID is focusing where drug resistant TB is of particular concern, and USAID's investments can be leveraged for highest impact. The most recent World Health Organization (WHO) data show that in these 28 countries, TB death and prevalence rates had decreased 34 percent and 35 percent respectively, compared to 1990, and fourteen of the 28 USAID priority countries achieved treatment success rates of 85 percent or more. Detection of all forms of TB reached 62 percent, and more than 1.35 million smear-positive TB cases were successfully treated in the focus countries. In addition, more than 44,000 multi-drug-resistant TB (MDR-TB) cases initiated treatment in USAID-supported countries.

USAID's programmatic investments in TB focus on improving the quality of basic TB services, preventing multi-drug-resistant TB and extremely drug-resistant TB (XDR-TB) and supporting the scale up of MDR/XDR-TB diagnosis and treatment services in priority countries. Resources are used to support expansion of the DOTS (Directly Observed Treatment Short-course) strategy throughout the health system to maintain the quality of TB services and intensify case finding; strengthen health systems; address MDR-TB and TB/HIV and other challenges; engage all care providers, public and private; empower people with TB and the communities that care for them; and promote research. These

comprise the six components of the internationally-recognized Stop TB Strategy promoted by the global TB community, including USAID and WHO.   In particular, USAID investments have supported the scale-up of MDR-TB diagnosis and treatment services, improved surveillance capacity, support for laboratory services to provide accurate and timely TB diagnosis, treatment support activities to ensure patients who start treatment are able to be cured and/or complete treatment, and improved infection control practices.   The results achieved are expressed in terms of the contribution of U.S. resources to national TB outcomes, leveraged with funds from other donors, particularly the Global Fund to Fight AIDS, TB, and Malaria.

Two key performance indicators for USAID are the treatment success rate (TSR), and the case notification rate (CNR).   For the purposes of the FY 2012 APR, USAID is reporting on contributions to the case notification rate and treatment success rate in its 28 TB priority countries.

TB Treatment Success Rate

The treatment success rate (TSR) is the percentage of new smear positive pulmonary TB cases in an annual treatment cohort that were cured and completed treatment under DOTS as reported to the national TB program.   Since cure is defined by the conversion of positive to negative smear results and many cases may either be smear negative at diagnosis or unable to produce sputum after a course of treatment, success is defined by adding together all patients who met the standard definition for cure and those who completed treatment but may not have met the precise definition of cure.   The TSR is defined as the proportion of new smear-positive TB patients who are either cured (as confirmed by a bacteriological test at the end of treatment) or who complete their entire course of treatment (without bacteriological confirmation of a cure) out of all patients who started treatment in a year.   Due to the lengthy time needed to complete treatment and assess cure/completion, this indicator "lags" by at least one year since programs need time to compile data for the entire annual cohort.

In 1991, the World Health Assembly set a TSR target of 85 percent for each country based on the epidemiology of TB and the minimum percentage of smear positive TB patients that need to be detected and successfully treated in order to cut transmission rates enough to move towards elimination. The TSR is an outcome measurement of program quality; national TB program capacity to manage TB is demonstrated by the ability to successfully treat at least 85 percent of each annual cohort and limit the number of patients who abandon treatment, die while on treatment, or remain smear positive at the end of the regimen (fail treatment).   Because TB is transmitted in the air when an infected person coughs or sneezes, effective treatment is critical to preventing the spread of TB.   TB patients who do not successfully complete treatment are at higher risk for developing MDR-TB (which is resistant to the two most effective anti-TB drugs), and transmitting MDR-TB to others in their households, communities, or workplaces.   As more TB patients successfully complete their treatment, there is likely to be less transmission of TB within a community, and it is less likely for a TB patient to develop and transmit MDR-TB.   Tracking progress toward meeting or exceeding the 85 percent TSR target is a key indicator of how effectively programs in priority countries fight this disease.   This indicator has improved steadily in high-burden countries and in countries with confirmed drug-resistant cases of TB in Africa, Asia, and the Middle East.

In FY 2012, the number of USAID TB priority countries changed and now consists of 28 countries that have high HIV and MDR burdens.   Trends in TSR have been analyzed for these TB priority countries to set targets for FY 2013 and FY 2014.   Due to the challenges of successful treatment in countries with high failure and death rates due to MDR and HIV co-infection, a one percent increase in TSR per year for FY 2013 and FY 2014 is expected in the USAID TB priority countries.

STRATEGIC GOAL THREE								
Program Area: Tuberculosis								
Performance Indicator: Percent of Registered New Smear Positive Pulmonary TB Cases That Were Cured and Completed Treatment Under DOTS Nationally (Treatment Success Rate)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	86%	86%	86%	On Target	87%	88%
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. FY 2012 TSR trends have been reported for the following 28 countries: Afghanistan, Bangladesh, Cambodia, the Democratic Republic of the Congo, Ethiopia, Georgia, Ghana, India, Indonesia, Kazakhstan, Kenya, Kyrgyz Republic, Malawi, Mozambique, Namibia, Nigeria, Philippines, Russia, South Africa, South Sudan, Tajikistan, Tanzania, Turkmenistan, Uganda, Ukraine, Uzbekistan, Zambia and Zimbabwe. Prior year (FY 2011) results were based on TSR trend data for 20 Tier One countries (Afghanistan, Bangladesh, Brazil, Cambodia, the Democratic Republic of the Congo, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Philippines, Russia, South Africa, Tanzania, Uganda, Ukraine, Zambia and Zimbabwe). This indicator tracks data that are two years old due to the lengthy duration of TB treatment. FY 2012 data includes treatment outcomes for the cohort of patients that began treatment in 2010.								
Data Quality: The USAID TB Program examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

TB Case Notification Rate

The TB case notification rate (CNR) refers to all new TB cases notified to WHO for a given year, expressed per 100,000 population. Beginning in FY 2011, USAID reported on case notification for all forms of TB (and not only smear positive TB as in previous years).   This is due to the renewed emphasis on the need for universal access to diagnosis and treatment for all TB cases, not just smear-positive cases, to ensure better treatment outcomes and because of the rapidly changing diagnostic technologies that may ultimately result in no longer using smear status as the key TB diagnosis category.

Because effective treatment of TB patients reduces TB transmission, early detection is a key TB control strategy, and this indicator measures a program's capacity to detect and notify new cases to the national program.   Since information on true incidence or prevalence of TB disease is either estimated or unlikely to be available in many countries, this indicator tracks the actual TB notifications in a country rather than a proportion of these notified cases to the estimated incidence.   Trends over time in case notification usually indicate changes in program coverage and capacity to detect TB cases.   Additionally, this indicator provides data for program planning and monitoring and evaluation purposes, and it should be used as a measure to guide these activities.   For example, an upward trend in case notification rates can reflect an improvement in the program's ability to diagnose and report TB cases.   On the other hand, in some countries, an increasing trend may be due to high rates of HIV co-infection.

The TB case notification rate allows the United States to assess trends in how many new TB cases are detected and notified to the WHO per 100,000 population per year in priority countries.   In countries where case detection has not reached 100 percent, the trend in TB case notifications may indicate changes in program coverage, access to TB diagnosis, and capacity to diagnose and report TB cases.   Currently, USAID TB priority countries have not yet reached 100 percent case detection, therefore an increase in TB case notifications is expected over the next few years.

In FY 2012, 120 cases per 100,000 population per year were detected in USAID TB priority countries. FY 2013 and FY 2014 targets for this indicator have been informed by trends in estimated TB incidence and TB case notification rates in the 28 TB priority countries. Out-year targets further take into

consideration assumptions about the availability of new diagnostic technologies, the difficulty in finding and correctly diagnosing the remaining cases in contexts where facility-based case finding has reached its limits, and expectations of level funding in FY 2013 and FY 2014.

STRATEGIC GOAL THREE								
Program Area: Tuberculosis								
Performance Indicator: Case Notification Rate in New Sputum Smear Positive Pulmonary TB Cases per 100,000 Population Nationally								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	115/100,000	117/100,000	120/100,000	Above Target	122/100,000	125/100,000
Data Source: World Health Organization (WHO) Report, Global Tuberculosis Control. This calculation includes TB case notification for the following 28 priority countries: Afghanistan, Bangladesh, Cambodia, the Democratic Republic of the Congo, Ethiopia, Georgia, Ghana, India, Indonesia, Kazakhstan, Kenya, Kyrgyz Republic, Malawi, Mozambique, Namibia, Nigeria, Philippines, Russia, South Africa, South Sudan, Tajikistan, Tanzania, Turkmenistan, Uganda, Ukraine, Uzbekistan, Zambia and Zimbabwe.								
Data Quality: The USAID TB Program examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Program Area: Malaria

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	**8,999,578**	**–**	**8,880,634**
Malaria	**650,000**	**–**	**670,000**

USAID supports the President's Malaria Initiative (PMI) goal of halving the malaria burden in 70 percent of at-risk populations in sub-Saharan Africa, i.e. approximately 450 million people.   In FY 2012, USAID's malaria projects continued to support the scale-up of insecticide-treated nets (ITNs), indoor residual spraying (IRS), appropriate malaria case management including parasitological diagnosis and treatment with artemisinin-based combination therapies (ACTs), and intermittent preventive treatment of malaria in pregnancy (IPTp).   PMI now includes 19 focus countries in Africa and one regional program in the Greater Mekong sub-region.   USAID also supports malaria control activities in three other countries in Africa (Burkina-Faso, Burundi, and South Sudan), as well as a regional program in Latin America.

Over the past decade, dramatic progress has been made in reducing the burden of malaria in sub-Saharan Africa.   According to the World Health Organization, the estimated number of malaria deaths worldwide has fallen by over 30 percent from 985,000 in 2000 to 655,000 in 2010. The United States has played a major role in this effort and is the single largest donor to the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), while also contributing substantial funding to the World Bank.   Dramatic increases in the coverage of malaria control measures are being documented in nationwide household surveys as a result of the contributions of PMI, prior U.S. assistance, national governments, and other donors.

During the past seven years, household ownership of at least one ITN increased from an average of 32 to 61 percent in all 15 of the original PMI focus countries.   At the same time, use of an ITN among children under five more than doubled from an average of 22 to 49 percent, and similar increases have been documented for use of ITNs by pregnant women (from an average of 21 to 47 percent). In 12 of the 15 original PMI focus countries (Angola, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mozambique,

Rwanda, Senegal, Tanzania, Uganda, and Zambia), declines in all-cause mortality rates among children under five have been observed - ranging from 16 percent (in Malawi) to 50 percent (in Rwanda). While a variety of factors may be influencing these declines, there is strong and growing evidence that malaria prevention and treatment efforts are playing a major role in these reductions.   For example, in Tanzania, where an in-depth malaria impact evaluation was carried out in FY 2012, under-five mortality fell by 45 percent - from 148 (in 1999) to 81 deaths (in 2010) per 1,000 live births. This decline occurred during a period of major improvements in malaria control policies in Tanzania, including the adoption of highly effective ACTs for malaria treatment and a massive scale-up of ITN ownership and use.   The evaluation provided strong evidence that malaria interventions in Tanzania have had a positive effect on reducing mortality among children under five.   Malaria impact evaluations in the 14 remaining PMI focus countries will be completed by FY 2014.

Protection Against Malaria

If used properly, ITNs are one of the best ways to prevent mosquitoes from biting individuals and infecting them with malaria.   Indoor Residual Spraying (IRS) is also a proven and highly effective malaria control measure if applied correctly. Measuring the number of people protected against malaria with a prevention measure (ITN and/or IRS) supported with PMI funds is a key indicator as to whether U.S. assistance is succeeding in extending prevention measures that are necessary to reach the goal of reducing the number of malaria deaths in 19 African countries.   The expected impact of malaria ITN and/or IRS prevention measures is to reduce the number of malaria deaths in PMI countries.

PMI coordinates its procurement and distribution of ITNs with other major donors including the Global Fund, the World Bank, and UNICEF.   In FY 2012, the major restructuring of the Global Fund caused many delays in grant disbursements.   These delays directly impacted the number of ITNs PMI had agreed to help distribute, particularly in Nigeria.   The reason for the shortfall below FY 2012 planned targets is primarily due to delays in the delivery of over 15 million Global Fund ITNs in Nigeria that PMI had agreed to distribute.

Targets for this indicator are set by estimating the number of ITNs that will be procured and/or distributed and the number of houses that will be sprayed by PMI in the following year based on Malaria Operational Plans for the 19 PMI focus countries.   Funding levels and the addition of countries are also considered. Out-year targets for FY 2013 and FY 2014 have been adjusted to reflect flat-lined levels of financing, and account for the remaining ITNs procured for Nigeria originally scheduled for delivery in FY 2012 that will now be delivered in early FY 2013.

STRATEGIC GOAL THREE								
Program Area: Malaria								
Performance Indicator: Number of People Protected against Malaria with a Prevention Measure (Insecticide Treated Nets or Indoor Residual Spraying)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
25M	30M	40M	58M	67M	50M	Below Target	60M	60M

Data Source: USAID program information.   The 19 PMI focus countries are Angola, Benin, Democratic Republic of the Congo, Ethiopia, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda, Zambia, and Zimbabwe. FY 2008, FY 2009, and FY 2010 results reflect activities completed in all 15 PMI countries.   FY 2011 results include the original 15 PMI countries as well as the addition of activities in two new PMI countries, Democratic Republic of the Congo and Nigeria.   FY 2012 results include activities in the original 15 PMI countries, and the addition of the Democratic Republic of the Congo, Nigeria, Guinea, and Zimbabwe.   The estimated results account for double-counting by reducing the overall reported numbers by 10 percent, which reflects an estimated percentage of the population in PMI countries benefiting from PMI-supported IRS and ITNs.   FY 2013 and FY 2014 targets for this indicator are set by estimating the number of ITNs that will be procured and/or distributed and the number of houses that will be sprayed by PMI in the following year based on Malaria Operational Plans for the 19 PMI focus countries.

Data Quality: Performance data, verified using data quality assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each operating unit must document the methodology for conducting DQAs. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5; link: http://www.usaid.gov/policy/ads/200/203.pdf).

Program Area: Other Public Health Threats

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	**8,999,578**	**–**	**8,880,634**
Other Public Health Threats	**118,411**	**–**	**115,364**

More than one billion people suffer globally from the severe disfigurement, disability, and blindness caused by neglected tropical diseases (NTDs).   These diseases disproportionately impact poor and rural populations that lack access to safe water, sanitation, and essential medicines.   They cause sickness and disability, contribute to childhood malnutrition, compromise children's mental and physical development, and can result in blindness and severe disfigurement.   In addition, the impact of loss of productivity due to poor health is considerable. Seven of the most prevalent NTDs – lymphatic filariasis (elephantiasis), schistosomiasis (snail fever), trachoma (eye infection), onchocerciasis (river blindness), and three soil-transmitted helminthes (hookworm, roundworm, and whipworm) can be controlled using single dose medication to all eligible individuals in an affected community at regular intervals.   Since the approach to addressing these diseases is similar, an integrated delivery strategy for mass drug administration is utilized that is safe, highly effective, and cost efficient.

USAID's NTD response is directed to achieve the goal of reducing the prevalence of seven NTDs by 50 percent among 70 percent of the affected populations in USAID's NTD focus countries, and will be contributing to the elimination of onchocerciasis in Latin America, the elimination of lymphatic filariasis and blinding trachoma globally.

Neglected Tropical Disease Treatments

Neglected tropical disease treatments are defined as the age and height appropriate dosage of a NTD specific drug administered to an eligible person in a defined geographic area. Each drug dose is counted as a unique treatment such that an individual may receive multiple treatments if treated for multiple diseases.   The number of treatments is based on population coverage at district level for at risk populations as determined by district-level mapping, mass drug administration coverage, and rounds of coverage. The expected impact of the delivery of NTDs treatments through U.S.-funded programs is a reduction in the number and percentage of individuals of the target population at risk for lymphatic filariasis and trachoma.

In FY 2012, 103,800,000 treatments were recorded to have been delivered as of September 30, 2012; however data collection and analysis is still ongoing for mass drug administrations completed in the fourth quarter of FY 2012, and these results are expected in mid-FY 2013.   The anticipated final FY 2012 result will likely still be short by 27 million treatments as USAID's Mali program was forced to stop due to the military coup d'état.   This indicator captures the number of NTD treatments delivered for the following countries: Burkina Faso, Cameroon, Ghana, Guinea, Haiti, Indonesia, Mali, Nepal, Niger, Sierra Leone, Tanzania, Togo, and Uganda.

STRATEGIC GOAL THREE								
Program Area: Other Public Health Threats								
Performance Indicator: Number of Neglected Tropical Disease (NTD) Treatments Delivered through USG-funded Programs								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
58.0M	130.6M	160.7M	186.7M	164.0M	103.8M	Below Target	150.0M	168.0M
Data Source: This indicator is for the number of NTD treatments delivered for the following countries: Burkina Faso, Cameroon, Ghana, Guinea, Haiti, Indonesia, Mali, Nepal, Niger, Sierra Leone, Tanzania, Togo, and Uganda.								
Data Quality: The USAID Neglected Tropical Diseases Program verifies all third-party data collected at the national level for this indicator.								

Program Area: Maternal and Child Health

	FY 2012 Initial Actual	**FY 2013 Estimate**	**FY 2014 Request**
Health ($ in thousands)	8,999,578	–	8,880,634
Maternal and Child Health	919,535	–	952,936

In 2010, an estimated 287,000 women died during and following pregnancy and childbirth from largely preventable complications, and millions more women suffer debilitating pregnancy-related injuries, disabilities, and infections.   Nearly 6.9 million children under five years of age died in 2012, many from easily treatable or vaccine-preventable conditions.

In FY 2012, USAID played a key role in advancing global progress toward goals to end preventable maternal and child deaths through innovation and research, providing technical support to countries, and exerting global leadership.   A strong demonstration of USAID's technical leadership in maternal and child health was the June 2012 Child Survival Call to Action—a high-level forum convened by the governments of Ethiopia, India, and the United States, in collaboration with UNICEF, which challenged the world community 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 focus on five countries that collectively account for one-half of global child deaths and started working with governments in Nigeria, Democratic Republic of Congo, and India to sharpen plans and accelerate efforts to reduce maternal and child mortality. USAID is also accelerating health assistance to other USAID priority countries in sub-Saharan Africa, Asia, and Latin America and the Caribbean, prioritizing budgets and committing to action plans to end preventable child and maternal deaths and is supporting GAVI to ensuring increased immunization against vaccine-preventable diseases.

Skilled Birth Attendants

The United States is working in selected countries to end preventable maternal deaths by bringing integrated, comprehensive programs to address women's health needs from conception to 42 days following delivery. USAID programs take into account and address cultural and financial factors that limit utilization of life-saving care.   In FY 2012, USAID resources focused on high-impact maternal interventions with support for essential health system and human resource improvements.   Having a skilled attendant at birth is a critical component of efforts to reduce maternal mortality.   Most non-abortion-related maternal deaths happen during labor and delivery or within the first few days following delivery.

Global coverage in the use of skilled birth attendants across 28 USAID-assisted countries increased from 50.0 percent in FY 2011 to 51.1 percent in FY 2012.   FY 2013 and FY 2014 target projections are based on level funding and the provision of accelerated technical assistance to 28 USAID MCH priority countries.   To help support continued increases in skilled birth attendant coverage, USAID will continue to work in close collaboration with host country governments to help train, deploy, and motivate skilled birth attendants, in addition to strengthening existing systems for quality management and quality improvement.

STRATEGIC GOAL THREE								
Program Area: Maternal and Child Health								
Performance Indicator: Percent of Births Attended by a Skilled Doctor, Nurse or Midwife								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
46.7%	47.8%	48.9%	50.0%	50.0%	51.1%	Above Target	52.2%	53.3%
Data Source: FY 2007-2012 results, and out-year targets for FY 2013 and FY 2014 have been projected based on Demographic Health Survey and Census Bureau data for the following 28 USAID MCH priority countries: Afghanistan, Bangladesh, Benin, Cambodia, Democratic Republic of the Congo, Ethiopia, Ghana, Guatemala, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, and Zambia.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Diphtheria/Pertussis/Tetanus (DPT3) Vaccinations

USAID is continuing to expand coverage and access to vaccines which have the greatest potential impact on child survival.   Coverage of child immunization through regular programs, rather than special campaigns, improves overall immunization status.   Adequate Diphtheria/Pertussis/Tetanus (DPT3) coverage contributes to reduced child morbidity and mortality by protecting children from contracting these diseases and preventing transmission.

The DPT3 vaccine coverage rate refers to the percentage of children under five years of age in developing countries who receive all three doses of the vaccine at any time before the Demographic and Health Survey (DHS) is completed.   DPT3 coverage projections have been formulated based on 2012 population data for children 0-4 years.   FY 2012 results for this indicator are derived from a linear interpolation of data from USAID MCH priority countries with two or more data points using a DHS, Multi-Cluster Indicator Survey, or other acceptable data sources at the time of the update.   FY 2012 results, as well as FY 2013 and FY 2014 targets, are based on projections for the 28 MCH Priority countries.   In FY 2012, 60.8 percent DPT 3 coverage was achieved, amounting to a 1.5 percent increase in DPT3 coverage from prior year estimations.   Improvements in DPT3 coverage are reflective of improvements in the overall health system in these countries.

STRATEGIC GOAL THREE								
Program Area: Maternal and Child Health								
Performance Indicator: Percent of Children who Receive DPT3 Vaccine by 12 Months of Age								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
57.3%	58.9%	59.0%	59.9%	59.9%	60.8%	Above Target	61.6%	62.3%
Data Source: FY 2007-2012 results and out-year targets for FY 2013 and FY 2014 have been projected based on Demographic Health Survey and Census Bureau data for the following 28 USAID-assisted countries: Afghanistan, Bangladesh, Benin, Cambodia, Democratic Republic of the Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, and Zambia.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Program Area: Family Planning and Reproductive Health

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	8,999,578	–	8,880,634
Family Planning and Reproductive Health	638,482	–	635,356

Recent estimates indicate that 222 million women in developing countries have an unmet need for family planning, which translates annually into 54 million unintended pregnancies, 26 million abortions, 1.1 million newborn deaths, and 79,000 maternal deaths.   Continuing high fertility also places rapidly expanding demands on other social sector and political systems, economic growth, and the environment.   In response, USAID advances and supports family planning and reproductive health (FP/RH) programs worldwide through field-driven program design and implementation, comprehensive technical support, timely and authoritative research, global leadership, and high-impact partnerships designed to expand access to high quality, voluntary family planning and reproductive health information and services, in order to reduce unintended pregnancy and promote healthy reproductive behaviors.

Family planning is an efficient and cost-effective response to the serious public health issues of child and maternal mortality as well as a necessary intervention for achievement of the demographic dividend. USAID contributes directly to the goals of both *A Promise Renewed*, the global effort led by UNICEF and USAID to end preventable child deaths, and *FP2020*, the global effort led by the U.K.'s Department for International Development and the Bill and Melinda Gates Foundation to enable 120 million more women to access and use modern contraception by 2020.

USAID works with governments to achieve supportive policies to enable more women access to family

planning services and encourage country governments to take ownership of development. As a result of USAID-supported work, the governments of Tanzania and Nigeria created line items for family planning in their budgets and increased spending for family planning. USAID programs worked with the Ministries of Health and advocacy groups in Liberia and Nigeria to revise national service delivery guidelines to permit Community Health Workers to administer injectable contraceptives. That brings to seven the number of African countries that now permit this practice, increasing women's access to a broader range of contraceptive options. USAID uses a variety of indicators to assess program progress and contributions towards planned health outcomes, including monitoring trends in modern method contraceptive prevalence and age at first birth across USAID-assisted countries.

Contraceptive Use

Increased contraceptive use leads to decreases in unintended pregnancies and abortion rates and slows population growth over time. The modern method contraceptive prevalence rate (MCPR) measures the percentage of in-union women of reproductive age (15-49 years) using, or whose partner is using, a modern method of contraception at the time of the survey. The average MCPR is defined as the sum of the estimated annual MCPRs across all target countries as a proportion of the number of target countries. Annual country estimates of MCPR are derived through moving averages using all available data points from Demographic and Reproductive Health Surveys (DHS/RHS) as well as FY 2012 population data. Estimates for future years are derived through linear extrapolation based on the last two available data points.

A 1.1 percent increase in MCPR was achieved across USAID-assisted FP/RH countries between 2011 and 2012. Planned targets for FY 2012 were exceeded. Two FP/RH countries (Peru and Honduras) are on track to graduate from the USAID FP/RH program based on a continued upward trajectory in their MCPRs. Countries are considered for graduation once they reach a MCPR of 50 percent and a total fertility rate of 3.0. Experience suggests that a country with a strong family planning program can expect to achieve and sustain a 1-2 percentage point annual change in MCPR. Targets for FY 2013 and FY 2014 build on this historical pattern and were adjusted to take into account FY 2012 funding projected FY 2013-funding levels.

STRATEGIC GOAL THREE								
Program Area: Family Planning and Reproductive Health								
Performance Indicator: MCPR: Modern Method Contraceptive Prevalence Rate								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
26.4%	27.3%	28.4%	29.8%	30.8%	30.9%	Above Target	31.9%	32.8%
Data Source: FY 2012 results and FY 2013 and FY 2014 targets have been projected using Demographic and Reproductive Health Survey data for the following USAID-assisted countries: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India (UP), Kenya, Jordan, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, and Zambia. FY 2012 results and FY 2013, FY 2014, and FY 2014 targets are based on: 1) the number of countries receiving >= $2 million in FP/RH in FY 2008 and with two or more Reproductive Health Survey (RHS) or DHS data points available at the time of reporting.								
Data Quality: The USAID Office of Population and Reproductive Health examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

First Birth under 18

Delaying the age of first birth helps slow population growth by lengthening the time between generations. In addition, early childbearing has multiple detrimental health and non-health consequences. Women who give birth before the age of 18 are more likely to suffer from obstetric fistula, acquire HIV, and die in childbirth than women who initiate childbearing at older ages. Their children are also more likely to experience serious health consequences. Furthermore, early childbearing is associated with lower levels of education, higher rates of poverty, and higher incidences of domestic violence and sexual abuse.

This indicator measures the proportion of women who had a first birth below the age of 18 among women aged 18-24 at the time of the survey. The average percentage of women aged 20-24 who had a first birth before the age of 18 is equal to the sum of the estimated annual percentage of women aged 20-24 who had a first birth before the age of 18 across all target countries divided by the number of target countries. Annual country estimates of early childbearing are derived through moving averages using all available data points from DHS/RHS surveys. Estimates for years beyond the last available data point are derived through linear extrapolation based on the last two available data points.

Planned targets for this indicator were exceeded in FY 2012; consistent with historical trends for this indicator, a 0.7 percent reduction was achieved in first births to women under the age of 18 across USAID-assisted FP/RH countries. Targets for FY 2013 and FY 2014 build on this historical pattern and were adjusted to take into account projected funding levels in FY 2013 and FY 2014.

STRATEGIC GOAL THREE								
Program Area: Family Planning and Reproductive Health								
Performance Indicator: First Birth under 18								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
23.8%	23.9%	24.4%	24.0%	23.6%	23.3%	Above Target	23%	22.7%
Data Source: Demographic and Reproductive Health Survey data for the following USAID-assisted countries: Armenia, Bangladesh, Benin, Bolivia, Cambodia, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India (UP), Kenya, Jordan, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Peru, Philippines, Rwanda, Senegal, Tanzania, Uganda, and Zambia. FY 2012 results and FY 2013, FY 2014, and FY 2014 targets have been estimated based the following criteria: 1) the number of countries receiving >= $2 million in FP/RH in FY 2008 and with two or more RHS/DHS data points available at the time of reporting.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Program Area: Water Supply and Sanitation

	FY 2012 Initial Actual	**FY 2013 Estimate**	**FY 2014 Request**
Health ($ in thousands)	**8,999,578**	**–**	**8,880,634**
Water Supply and Sanitation	275,055	–	161,524

The U.S. Government, through the Senator Paul Simon Water for the Poor Act of 2005, is committed to using its foreign assistance resources to help achieve a water-secure world where people and countries have reliable and sustainable access to an acceptable quantity and quality of water to meet human, livelihood, production, and ecosystem needs. Access to reliable water supply and sanitation is achieved through diverse approaches, including both direct support for small- and large-scale infrastructure development and indirect support through institutional development, community-based systems,

facilitation of private supply of products and services, and financing to ensure long-term sustainability and expansion of access.   The Millennium Development Goal (MDG) target is to reduce the proportion of people without access to an improved water supply by half by 2015 relative to the FY 1990 baseline, and globally this MDG was met in 2010, according to the 2012 update. <http://www.unicef.org/media/files/>WHO/UNICEF JMP Report 2012.pdf   Nevertheless, there are still 780 million people without access to an improved water source, with greater levels of access shown to be in urban areas among higher socioeconomic populations. Sanitation has even less coverage, with over 2.5 billion people lacking access to basic sanitation.   USAID's new Water Strategy, to be announced in March 2013, prioritizes investments in sanitation to address this gap.

Access to an Improved Water Source

Improved drinking water sources, according to the WHO/UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation, are ones that by nature of their construction or through active intervention are protected from outside contamination, and in particular,   from contamination with fecal matter.   These sources include: piped water into a dwelling, plot, or yard; public tap/standpipe; tube well or borehole; a protected dug well; a protected spring; or rainwater collection.   All other sources are considered to be "unimproved."   Unimproved drinking water sources, according to the JMP, are: an unprotected dug well; unprotected spring; cart with small tank/drum; tanker truck; surface water (river, dam, lake, pond, stream, canal, irrigation channel); and bottled water.

Per the WHO/UNICEF JMP definition for the percent of households using an improved water source, acceptable country-level data sources include the Demographic and Health Survey (DHS), WHO/UNICEF Multi-Cluster Indicator Survey, or any high-quality national level data collected by the host government or other donors.   USAID-assisted countries (Ghana, Indonesia, Liberia, and Mozambique) reporting household-level survey results through the FY 2012 Performance Plan and Report achieved an average of 50 percent coverage in FY 2012.   Two of the four countries with FY 2012 target and FY 2012 result data points (Indonesia and Liberia) achieved an average of 37.5 percent coverage.   Based on FY 2012 performance, an increasing trajectory in improved water source coverage is projected in these USAID-assisted countries in FY 2013 and FY 2014, with planned targets of 38.48 and 39.46, respectively.

In anticipation of future out-year reporting, four additional countries specified FY 2012 baselines and out-year targets for improved household-level water source access: Democratic Republic of the Congo, Guatemala, Kenya, and Madagascar.   USAID will provide continued technical support on WSSH-related programs, with Development Assistance, Economic Support Fund, and Global Health Programs funding also contributing to these country-level outcomes.

STRATEGIC GOAL THREE								
Program Area: Water Supply and Sanitation								
Performance Indicator: Percent of Households Using an Improved Drinking Water Source								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	N/A	N/A	37.5%	Data Not Available	38.48%	39.46%

Data Source: DHS, WHO/UNICEF MICS or other survey results, as reported through the FY 2012 Performance Plan and Report module in the US Government FACTS Info reporting system. This data presentation is based on the following list of countries with a minimum of two data points for comparison (FY 2012 target and FY 2012 result): Ghana, Indonesia, Liberia, and Mozambique. FY 2012 targets are not available for all countries that reported FY 2012 PPR results through the US Government FACTS Info Reporting System. In line with global WHO JMP trends, a .98 percent average rate of change was used to extrapolate out-year targets for the percent of households using an improved water source.

Data Quality: The USAID Maternal and Child Health Program reviews and verifies data submitted by USAID operating units through the FY 2012 Performance Plan and Report.

Access to Improved Sanitation

Improved sanitation is defined as a facility that hygienically separates human excreta from human contact, and facilities shared between two or more households are not considered improved under this definition. Use of an improved sanitation facility by households is strongly linked to decreases in the incidence of diarrheal disease among household members, especially among children under age five. Diarrhea remains the second leading cause of child deaths worldwide. This indicator is useful in tracking the contribution of USG-funded activities to the MDGs.

A total of six countries reported household-level survey results for the percent of households using an improved sanitation facility through the FY 2012 Performance Plan and Report: Burkina Faso, Ghana, Indonesia, Liberia, Mozambique, and Nepal. An average of 26.3 percent coverage was achieved among households reporting the use of an improved sanitation facility across these six USAID-assisted countries in FY 2012. Three of the six countries with FY 2012 target and FY 2012 result data points (namely, Burkina Faso, Indonesia and Liberia) achieved an average of 12.6 percent coverage in the percent of household using an improved sanitation facility. Based on FY 2012 performance, an increasing trajectory in improved household-level sanitation facility coverage is projected in these USAID-assisted countries in FY 2013 and FY 2014, with out-year targets of 14.46 and 16.46, respectively. In addition to the afore-mentioned countries, Guatemala, Kenya, Liberia, and Madagascar also established FY 2012 baselines and out-year targets for improved sanitation facility access.

While FY 2012 Water Supply Sanitation and Health (WSSH) standard indicators were revised and improved to facilitate reporting on WSSH-related activities at country-level, not all missions have made the change to these new indicators. Other WSSH activities covered by mission-level custom indicators are not captured in this summary. USAID will provide continued technical support on WSSH-related programs, with Development Assistance, Economic Support Fund, and Global Health Programs funding also contributing to these country-level outcomes.

STRATEGIC GOAL THREE								
Program Area: Water Supply and Sanitation								
Performance Indicator: Percent of Households Using an Improved Sanitation Facility								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	N/A	14.0%	12.6%	Below Target	14.46%	16.46%
Data Source: DHS, WHO/UNICEF MICS, or other survey results, as reported through the FY 2012 Performance Plan and Report module in the US Government FACTS Info reporting system. This data presentation is based on the following list of countries with a minimum of two data points for comparison (FY 2012 target and FY 2012 result) in the FY 2012 PPR: Burkina Faso, Indonesia and Liberia. FY 2012 targets are not available for all countries that reported FY 2012 PPR results through the US Government FACTS Info Reporting System. In line with global WHO JMP trends, a 1.86 percent average rate of change was used to extrapolate FY 2013 and FY 2014 out-year targets for the percent of households using an improved sanitation facility.								
Data Quality: The USAID Maternal and Child Health Program reviews and verifies data submitted by USAID operating units through the FY 2012 Performance Plan and Report.								

Program Area: Nutrition

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Health ($ in thousands)	**8,999,578**	**–**	**8,880,634**
Nutrition	190,608	–	99,554

Globally, 170 million children are chronically undernourished. Undernutrition contributes to more than a third of under-five deaths globally.   Undernutrition is the underlying cause of death of more than 2.6 million children and 100,000 mothers every year.   The damage caused by undernutrition to physical growth and brain development in pregnancy and early childhood is irreversible.   It leads to permanently reduced cognitive function and physical capacity through adulthood.   Lost productivity due to undernutrition can cost developing economies between 2.0 and 3.0 percent of their gross domestic product annually. However, this cycle is preventable.   Improving nutrition can reduce child and maternal mortality and morbidity as well as chronic diseases later in life, lift families out of poverty, and contribute to long-term economic growth. With nutrition as the interface, long-term links can be forged and mutual benefits realized from U.S. investments in agriculture, health, and humanitarian assistance.

Nutrition is a key component of both Feed the Future (FTF) and the Global Health Initiative (GHI), as well as the Food for Peace programs.   USAID aims to prevent and treat undernutrition through a comprehensive package of maternal and child nutrition interventions, focusing on the 1,000 days from pregnancy to age two.   To help address this challenge, our programs support country-led efforts to ensure the availability of affordable, quality foods, the promotion of breastfeeding and improved feeding practices, micronutrient supplementation and community-based management of acute malnutrition. Since rising incomes do not necessarily translate into a reduction in undernutrition, USAID is supporting specific efforts geared towards better child nutrition outcomes, including broader nutrition education targeting not only mothers, but fathers, grandmothers and other caregivers.

Maternal Anemia Prevalence

Anemia is strongly associated with maternal mortality, and can contribute to premature birth and low birth weight. Iron deficiency anemia is the most common type of anemia affecting millions of girls and women in developing countries.   Anemia is most often caused by poor diet and is exacerbated by

infectious diseases, particularly malaria and intestinal parasites.

As part of a comprehensive nutrition strategy, USAID's programs aim to improve the nutritional status of women and children through targeted investments in the highest burden countries. The programs work across health and agriculture to improve the nutritional status of women and children.   FY 2012 performance was above target, with a 1.2 percent reduction in the prevalence of anemia among women of reproductive age achieved across 15 GHI and FTF-assisted countries between FY 2011 and FY 2012.

Annual results for this indicator are calculated using population weighted rolling averages for assisted countries. FY 2013 and FY 2014 targets are based on out-year projections using this population weighted rolling average methodology, and are consistent with activity plans and similar levels of out-year funding in FY 2013 and FY 2014.

STRATEGIC GOAL THREE								
Program Area: Nutrition								
Performance Indicator: Prevalence of Anemia among Women of Reproductive Age								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	46.0%	N/A	41.4%	41.4%	40.9%	Above Target	40.4%	39.9%
Data Source: Demographic and Health Survey, Micronutrient Initiative and Census Bureau data (for population weights) for the following USAID Nutrition Program and FTF priority countries: Bangladesh, Cambodia, Ethiopia, Ghana, Guatemala, Haiti, Kenya, Liberia, Malawi, Mali, Mozambique, Nepal, Rwanda, Senegal, Tanzania, Uganda, and Zambia.								
Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.								

Underweight Children

Reducing the prevalence of underweight children under five years old is an indicator of global progress towards the Millennium Development Goal (MDG) 1: Eradicate extreme poverty and hunger.   Over 100 million children worldwide, or one in every six children, are underweight.   Underweight prevalence has decreased since 1990 from one in three children to one in four. But in the wake of the recent fluctuations in food prices and continued drought in areas such as the Sahel and Horn of Africa, these gains are threatened.

FY 2012 results for the prevalence of underweight children under five years of age across GHI and FTF-assisted countries were estimated using 2012 underweight population data collected through the Demographic and Health Survey. Population-weighted rolling averages for GHI and FTF-assisted countries are calculated annually based on the availability of new survey data points.

In FY 2012, a 22.0 percent prevalence of underweight children under five years of age was achieved across the seventeen GHI and FTF assisted countries, amounting to a 3.9 percent reduction from FY 2011.   This better than anticipated result represents almost a full percentage point reduction in underweight prevalence, and is indicative of the accelerated progress being made towards achieving MDG 1.   In a high burden country, one percentage point represents thousands of children who are better nourished compared to one year ago.

STRATEGIC GOAL THREE								
Program Area: Nutrition								
Performance Indicator: Prevalence of Underweight Children under Five Years of Age								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	22.9%	22.9%	22%	Above Target	21.3%	20.6%

Data Source: Demographic Health Surveys, Multiple Indicator Cluster Surveys, Reproductive Health Surveys and Census Bureau (for population weights) for the following USAID Nutrition Program and FTF priority countries: Bangladesh, Cambodia, Ethiopia, Ghana, Guatemala, Haiti, Kenya, Liberia, Malawi, Mali, Mozambique, Nepal, Rwanda, Senegal, Tanzania, Uganda, and Zambia. FY 2012 and prior year results were recalculated based on country with at least two survey data points. Population-weighted rolling averages are based on the new data projections for FY 2011 and FY 2012; out-year targets for FY 2013 and FY 2014 have also been estimated based on this population-weighted rolling average methodology.

Data Quality: The USAID Knowledge Management Services (KMS) Project examines all third-party data for this indicator and triangulates them with a variety of sources to verify their quality, validity, and reliability.

Program Area: Basic Education

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Education ($ in thousands)	1,062,160	0	723,261
Basic Education	803,404	0	501,355

The United States promotes equitable, accountable, and sustainable formal and non-formal education systems. Investment in basic education focuses on improving early childhood education, primary education, and secondary education, delivered in formal or non-formal settings. It includes literacy, numeracy, and other basic skills programs for youth and adults.

The USAID Education Strategy 2011-2015 is focused on three main goals: 1) improved reading skills for 100 million children in primary grades by 2015; 2) improved ability of tertiary and workforce development programs to generate workforce skills relevant to a country's development goals; and 3) increased equitable access to education in crisis and conflict environments for 15 million learners by 2015.

Primary Enrollment Rate

In the Basic Education sector, the United States assesses its performance based on the primary net enrollment rate (NER) for a sample of countries receiving basic education funds. NER is a measure of access to schooling among the official primary school-age group. It is expressed as a percentage of the total primary school-age population. A high NER denotes a high degree of participation of the official school-age population. Although finding accurate global education indicators is difficult, NER is generally seen as the most reliable measure and so was chosen as an overall indicator of education outcome and impact. Although USAID is certainly not solely responsible for supporting increases in enrollment rates, there is plausible attribution for this meaningful performance indicator. USAID targets and results are based on a sub-sample of ten countries across regions: Ethiopia, Ghana, Guatemala, Honduras, Mali, Pakistan, Senegal, Tanzania, Yemen, and Zambia.

U.S. foreign assistance supports an increase in NER through a variety of activities designed to improve the quality of teaching and learning which help reduce barriers to student attendance and promote

effective classroom practices. High NERs lead to increases in school completion rates and thus higher educational attainment within the overall population. Countries with an educated population are more likely to experience improvements in health and economic growth. Since FY 2002, NERs have improved steadily in countries receiving U.S. assistance. In FY 2012, the United States fell below the target of 83 percent for the NER. There were notable increases in Pakistan and Yemen, but slight decreases in Guatemala, Ethiopia, Honduras, Senegal, and Zambia.

The FY 2013 and FY 2014 targets are both set at 83 percent in part to reflect concerns that the overall global economic downturn has reduced the level of funding for activities that contribute to improving NER. Additionally, basic education programming is shifting, in line with the USAID Education Strategy, from increasing access to improving quality. While these shifts are occurring overall, programs in crisis and conflict environments will continue to support access. In general, the rate of increase will slow as countries approach 100 percent enrollment, while the remaining unenrolled population then becomes the most difficult and expensive to reach.

STRATEGIC GOAL THREE								
Program Area: Basic Education								
Performance Indicator: Primary Net Enrollment Rate (NER)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
78.6%	78.9%	85.2%	81.8%	83.0%	82%	Below Target	77%	77%
Data Source: UNESCO Institute of Statistics (UIS), which is responsible for collecting global education data. The USAID targets and results are based on a sub-sample of 10 countries across regions: Ethiopia, Ghana, Guatemala, Honduras, Mali, Pakistan, Senegal, Tanzania, Yemen, and Zambia.								
Data Quality: Data comes from the acknowledged third party organization (in this case a multilateral) responsible for collecting and maintaining global education data. Each country reports their country level data to the UNESCO Institute of Statistics, which reviews all data for errors. Because of lags at each stage, there is a two year delay in reporting. Problems with reliability remain with all global education data, and data is often delayed or missing for countries. However, this is the most straightforward and widely-used indicator for assessment and interpretation.								

Program Area: Social and Economic Services and Protection for Vulnerable Populations

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Social and Economic Services and Protection for Vulnerable Populations ($ in thousands)	402,031	–	339,617

Social services and assistance programs play an important role in reducing poverty, offering targeted assistance to meet basic needs for vulnerable populations and increasing community and individual assets for sustainable development.   Activities in this area address factors that place individuals at risk for poverty, exclusion, neglect, or victimization.   Examples include programs that provide wheelchairs and support for people with disabilities, support for war victims, and assistance for displaced children and orphans (other than in HIV/AIDS programs).

Under Public Law 109-95, the Secretariat for the U.S. Government Special Advisor for Orphans and Vulnerable Children promotes a comprehensive, coordinated, and effective response on the part of the U.S. Government to the world's most vulnerable children.   Social assistance programs help people gain access to opportunities that support their full and productive participation in society so they rebound from temporary adversity, cope with chronic poverty, reduce their vulnerability, and increase self-reliance.

The following representative indicator tracks improvements in the coverage of a nation's social service and social assistance programs for vulnerable people.

Social Assistance Beneficiaries

The U.S. Government provides social services through a number of special funds.   Specifically, the Special Programs Addressing the Needs of Survivors (SPANS) consists of five congressionally-directed programs targeted to reduce the risks and reinforce the capacities of communities, local NGOs, and governments to provide services and protection for vulnerable groups (e.g. vulnerable children, victims of war and torture, and people with disabilities).   In FY 2012, SPANS exceeded the targets established for the funds and provided direct assistance and training to 3,343,284 children and adults in nine countries and the West Bank and Gaza.

The higher than expected number of beneficiaries reached with U.S.-supported assistance was due to an expansion of services to vulnerable populations in Afghanistan, Ethiopia, and Tanzania.   Targets for FY 2013 and FY 2014 are determined by funding estimates and previous experience but are conservative due to changes in programming in several of the countries reporting.

STRATEGIC GOAL THREE								
Program Area: Social and Economic Services and Protection for Vulnerable Populations								
Performance Indicator: Number of People Benefitting from USG-Supported Social Assistance Programming								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
3,535,001	3,485,079	4,148,088	3,064,461	2,787,848	3,343,284	Above Target	2,167,794	1,788,929
Data Source: FY 2012 Performance Plans and Reports from Afghanistan, Armenia, Ethiopia, Haiti, Madagascar, Malawi, Mauritania, Tanzania, West Bank and Gaza and USAID Democracy, Conflict and Humanitarian Assistance (DCHA), as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: Macroeconomic Foundation for Growth

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Macroeconomic Foundation for Growth ($ in thousands)	688,821	–	295,133

A solid macroeconomic foundation for broad-based growth consists of sound fiscal and monetary policies, capable institutions, and governments' abilities to use these tools to manage the economy. U.S. assistance works to strengthen these foundations by establishing a stable and predictable macroeconomic environment that encourages the private sector to make productivity-enhancing investments.   Countries with open, competitive economies tend to experience more rapid growth without sacrificing goals relating to poverty reduction or income distribution.   Those with greater debt burdens are often forced to prioritize budget expenditures, resulting in spending cuts that damage programs important to the public good such as education, health, and infrastructure maintenance.   These programs benefit the most marginalized and poorest citizens.   The United States provides technical assistance and training to support the design and implementation of key macroeconomic reforms in money and banking

policy, fiscal policy, trade and exchange rate policy, and national income accounting, measurement, and analysis.

Fiscal Deficit Progress

To maintain a macroeconomic environment that fosters growth, countries must have sound fiscal policies that balance stability and societal needs.   The fiscal deficit to gross domestic product (GDP) ratio is one of the most accepted measures to assess a nation's debt burden and fiscal policy.   It is defined by general government net lending over borrowing expressed as a percentage of GDP, and it is calculated as revenue minus total expenditure (averaged over three years to reduce fluctuations).   Countries with modest fiscal deficits provide greater reassurance to private investors and do not crowd out private borrowers from domestic banking and capital markets.   Countries with high fiscal deficits and large debt burdens are often forced to prioritize budget expenditures, resulting in spending cuts that damage programs important to the public good such as education, health, and infrastructure maintenance.   These programs benefit the poorest and most marginalized citizens.

Fiscal deficit data is collected for 18 countries where there is significant current or historic concern about fiscal performance, and where U.S. assistance leverages or implements projects in the Macroeconomic Foundation for Growth Program Area funded in FY 2006- FY 2008 (to allow for a lag in observable impact) to help keep prices stable and correct or avoid fiscal imbalance.   For example, U.S. programs provide technical assistance to raise "domestic resource mobilization" from tax and customs collections. Results are expressed as the percent of these countries that have managed to keep their average government cash deficit no larger than 3.0 percent of GDP for the previous three calendar years. Therefore, the result reported for FY 2011 of 50.0 percent is the percent of the 18 countries that kept their fiscal deficit in check from 2008-2010.

This result shows a decline in the number of countries with 'low deficits' due to the impact of the global financial crisis of 2008 and prolonged recession in Western Europe and the United States -- which have slowed economic growth and reduced tax revenues in many additional countries.   The recession also increased fiscal deficits where government spending increased temporarily to replace private spending. The impact of the crisis in 2008 and 2009 continued to impact results for FY 2011.   Preliminary information suggests that the unfavorable trend for this indicator has continued in CY 2011 and 2012, requiring us to set modest expectations for the FY 2012 and 2013 targets.   Nonetheless, USAID programs continue efforts to help client countries raise needed revenue and focus expenditures. Progress has been made in some key USAID partner countries (Afghanistan), new efforts are under way in others (Philippines); whereas political will has been lacking in several key countries (Egypt and critically so in Pakistan) to deal forcefully with major imbalances.

STRATEGIC GOAL THREE								
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Three-Year Average in the Fiscal Deficit as a Percent of Gross Domestic Product (GDP)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
72.2%	72.2%	66.7%	50%	66.7%	N/A	Data Not Available	50%	60%
Data Source: World Bank's World Development Indicators: Government cash surplus/deficit as a percent of GDP. Countries monitored for this indicator are: Afghanistan, Armenia, Bosnia & Herzegovina, Bulgaria, Egypt, El Salvador, Georgia, Ghana, Honduras, India, Indonesia, Jordan, Kazakhstan, Lebanon, Nicaragua, Pakistan, Philippines, Ukraine.								
Data Quality: World Development Indicators are part of the World Bank's annual compilation of data about development. There is usually a one-year time delay in data reported such that data reported for FY 2011 reflects achievements in the 2010 CY. CY 2011 data are not yet available for FY 2012 results. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. Prior year data is updated in light of new information. The USAID Economic Analysis and Data Service Project examine the data after public release and notify the World Bank if erroneous data are published. This is a more accurate calculation than the average that was used in prior years. Updated numbers reflect the new calculation method.								

Inflation Rate

A low and steady rate of inflation is favored by most economists.   Therefore, results are expressed as the percent of these countries registering an inflation rate of 5 percent or lower plus those with higher rates that have registered a rate of inflation lower than in the previous year, indicating progress toward that target.   While significant progress was recorded in FY 2008 (reporting the previous CY results), none of these countries was able to keep price inflation below 5 percent during CY 2008 (reported for FY 2009), as   global food prices shot up abruptly in response to supply disruptions in major food- producing regions.   Efforts by most of these countries to bring domestic inflation back under control and a rebound of global food production in CY 2009 and CY 2010 have led to improved performance.   However, progress in controlling inflation was not as fast as expected, as the number of these countries keeping inflation below 5% fell from 12 in CY 2010 to only 6 in CY 2011, and the number reducing inflation from higher than 5% fell from 18 to 16.   The U.S. Government will continue to provide technical assistance in fiscal and monetary management, with the aim of helping a majority of assisted countries maintain macroeconomic stability.

STRATEGIC GOAL THREE								
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Inflation Rate, Consumer Prices, Annual								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
51.7%	0.0%	86.7%	53.1%	60.0%	50%	Below Target	55%	60%

Data Source: World Bank's World Development Indicators: Inflation, consumer prices (annual %). This indicator is monitored for 32 countries that received USAID assistance in the Macroeconomic Foundation for Growth Program Area funded in FY 2006 - 2008.

Data Quality: World Development Indicators are part of the World Bank's annual compilation of data on development. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies. The USAID Economic Analysis and Data Service Project examines the data after public release and notifies IMF or World Bank if erroneous data are published. Calculation is the percent of USAID assisted countries with inflation rates at or below 5 percent or making progress toward that benchmark.

Tax Administration and Compliance

Improved tax administration and compliance is linked to economic growth. When governments have more internally generated funds, they can invest in infrastructure, public services and social services that promote economic activity and productivity. A good tax system generates more income that a poorly designed or administered one. This indicator tracks the percent increase in tax collections that may result from U.S. programs to facilitate tax reform and reduce non-compliance with tax laws. Improved tax administration is most effective when it includes more complete audit and investigation coverage, better, modern customs enforcement and increased efficiency in tax submission and collection procedures.

Results for FY 2012 exceeded the target largely due to much higher than expected tax compliance in South Sudan. FY 2013 and 2014 targets reflect the desired outcome of U.S. programming and are also based on historic trends and growth rates in countries reporting.

STRATEGIC GOAL THREE								
Program Area: Macroeconomic Foundation for Growth								
Performance Indicator: Tax Administration and Compliance Improved (% Increase in Tax Collections) as a Result of USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	N/A	16.0%	72%	Above Target	25%	11%

Data Source: FY 2012 Performance Plans and Reports from Bosnia-Herzegovina, Egypt, Georgia, South Sudan, and West Bank and Gaza as captured in the U.S. Government Foreign Assistance Coordination and Tracking System.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

Program Area: Trade and Investment

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Trade and Investment ($ in thousands)	**163,149**	**–**	**171,651**

Trade and investment are the principal mechanisms through which global market forces of competition, specialization, human resource development, technology transfer, and scientific and technological innovation raise disposable income and generate growth.   The United States promotes increases on both multilateral and bilateral levels through technical assistance and training in effectively negotiating and implementing trade agreements and trade preference programs, including related labor and environmental provisions.   Programs also assist developing countries' citizens to benefit from bilateral, regional, and global trade and investment opportunities.

Export/Import of Goods

Greater engagement in international trade can increase a country's per capita income, often dramatically. Developing countries that successfully integrated into the global economy enjoyed per capita income increases, while countries that limited their participation in the global economy in the 1990s experienced economic decline.   Research confirms that countries can boost the ability of their companies to compete more effectively in trade if they promote efficient import/export procedures that reduce the cost of doing business.   Reducing the time it takes to import and export goods improves the price competitiveness of traded goods on average one percentage point for each day saved and as much as four percentage points per day.   Efficient movement of inputs and timely delivery of exports to clients are key determinants of private sector competitiveness, productivity, and wage growth.

The data in the table below represent the aggregate average time to comply with import and export procedures (in days) for 13 countries receiving U.S. foreign assistance with a specific trade facilitation focus.   Monitoring this average across countries allows the U.S. Government to measure the aggregate performance of its programs that strive to improve the trade and investment environment for businesses in these countries and regions.   The FY 2012 target of 70 days was met.   Because the average refers to results for 13 countries, average progress is unlikely to be large unless many countries take actions designed to improve performance at the same time. Because the targets are sums of days to import and days to export, superior performance in FY 2012 on days to export is submerged in the ongoing difficulties many countries still have with respect to days to import.

Since FY 2008, the time it takes to fulfill import/export procedures has steadily fallen from 77 days to 70 days, indicating a significant improvement in the Trade and Investment Program Area. Future progress is likely to slow down as progress on some countries may have reached a plateau. In the future, assistance will focus on removing impediments to efficient port procedures, such as improving port handling, establishing efficient international border posts, and introducing modern risk-management systems. The impact of these activities will take longer to realize time savings. Targets for reductions in FY 2013 and FY 2014 are accordingly more modest than those for prior years.

STRATEGIC GOAL THREE								
Program Area: Trade and Investment								
Performance Indicator: Time to Export/Import (Days)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
77 days	74 days	72 days	72 days	70 days	70 days	On Target	69 days	68 days
Data Source: World Bank, Doing Business Report. Countries monitored for this indicator are: Afghanistan, Georgia, Kazakhstan, Burkina Faso, Kenya, Haiti Botswana, Macedonia, Columbia, Ghana, Tajikistan, Indonesia, and Guatemala. The values are the average time to comply with export procedures (days) and the time to comply with import procedures (days). Global reporting of this data started in FY 2005 but did not cover all listed countries until 2008.								
Data Quality: The World Bank Doing Business Project provides objective measures of business regulations and their enforcement across 183 economies. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff. The USAID Economic Analysis and Data Service Project examine data after public release and notify the World Bank if erroneous data are published. Prior year numbers are often updated/corrected post publication.								

Reducing the number of different documents required in cross border trade is key to maximizing the improved efficiency that trade generates as a basis for faster economic growth and poverty reduction. These documents can include pre-shipment inspection certificates, insurance certificates, bills of lading/airway bills, certificates of origin, invoices, packing lists, weight certificates, and export and import licenses. The target of 6 documents for FY 2012 was not met, as there was no change in the average number of documents (7) required to export.

As above, the data in the table below represent the aggregate average number of documents required to export goods across borders for the 13 countries receiving U.S. foreign assistance with a specific trade facilitation focus. Monitoring this average across countries allows the U.S. Government to measure the aggregate performance of its programs that strive to improve the trade and investment environment for businesses in these countries and regions.

The better performing country results are in the range of 4-6 documents. All 13 countries in the sample should ideally be within this range by 2015 to meet explicit efficiency and cost reduction objectives, but are very unlikely to achieve such aspirations. Accordingly, projections for FY 2013 and 2014 are 6 documents.

STRATEGIC GOAL THREE								
Program Area: Trade and Investment								
Performance Indicator: Number of Documents Required to Export Goods Across Borders Decreased								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
8 docs	8 docs	8 docs	7 docs	6 docs	7 docs	Above Target	6 docs	6 docs
Data Source: World Bank, Doing Business Report. The number of documents needed to export goods across borders is reported by country under the Trading Across Borders topic. Countries monitored for this indicator are: Afghanistan, Georgia, Kazakhstan, Burkina Faso, Kenya, Haiti, Botswana, Macedonia, Columbia, Ghana, Tajikistan, Indonesia, and Guatemala.								
Data Quality: The World Bank Doing Business Project provides objective measures of business regulations and their enforcement across 183 economies. Before publication, the data undergo a rigorous review and validation process by World Bank technical staff. The USAID Economic Analysis and Data Service Project examine data after public release and notify the World Bank if erroneous data are published.								

Program Area: Financial Sector

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Financial Sector ($ in thousands)	**143,678**	**–**	**108,604**

A sound financial system is critical to economic development. It mobilizes capital for productive private sector investment while providing the resources needed to fund essential government services such as education and health care. The United States is committed to improving financial sector governance, accounting, and transparency, and to combating corruption and financial crimes. U.S. assistance also seeks to improve the quality of financial services and their availability to entrepreneurs, enterprises, and consumers.

Private Sector Credit Availability

Credit for the private sector is one of the keys to economic growth. Comparative analysis of poverty, private credit, and GDP growth rates over 20 years shows that countries with higher levels of private credit experienced more rapid reductions in poverty levels than countries with comparable growth rates but lower levels of private credit. Private credit increases the amount of money available to consumers and small businesses, which in turn increases the level of economic activity, generating more job opportunities and higher incomes. As consumers and businesses use private credit more regularly, the level of private credit as a percent of GDP increases, spurring overall economic growth in a manner that has a greater impact on alleviating poverty.

Data to illustrate the progress of U.S.-assisted countries in increasing levels of credit to the private sector is taken from the World Bank's World Development Indicator database. Results from each Calendar Year (CY) are reported for the following fiscal year. The record indicates that the substantial progress achieved in CY 2007 (reported for FY 2008) slowed during the next four years due to the global economic recession. However, the number of assisted countries providing domestic credit to the private sector equal to or greater than 60 percent of GDP or, if less than 60 percent, increasing it over the previous year, remained high. They reached 65.8 percent in 2011, although this is still less than our target. Accomplishments are attributed to improvements in monetary and fiscal management by developing countries. In addition, the financial infrastructure put in place since the crisis in the late 1990s enables banks to lend more responsibly to households and businesses in developing economies. This is reflected in the steady growth of <u>average</u> domestic credit to the private sector <u>as a percent of GDP</u> in the 38 assisted countries with data for the past six years – growing from 31.7 percent in 2006 to 37.9 percent in 2010 (declining slightly to 37.5 percent in 2011). Many of these improvements were made with USAID technical assistance. The indicator used in this report, however, does not reflect that growth as a number of the assisted countries showed relatively slight declines in domestic credit to the private sector as a percent of GDP, despite the overall improvement.

STRATEGIC GOAL THREE								
Program Area: Financial Sector								
Performance Indicator: Domestic Credit to the Private Sector as a Percent of GDP								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
80.5%	66.7%	73.7%	64.9%	75.0%	65.8%	Below Target	70%	75%

Data Source: World Bank, World Development Indicators: Domestic credit to the private sector (as a percentage of GDP).   This indicator is monitored for 38-41 countries receiving USAID technical assistance in the Financial Sector Program Area in FYs 2006-2008, to allow for a lag in observable impact.   These figures represent the percent of countries receiving USAID assistance in this program area providing domestic credit to the private sector equal to 60% or more of GDP plus those under that benchmark increasing the percent provided over the preceding year.

Data Quality: World Development Indicators are one of the World Bank's annual compilations of data about development.   There is usually a one-year time delay in data reported such that data reported for FY 2011 reflected achievements in the 2010 CY, for example.   Before publication, the data undergo a rigorous review and validation process by World Bank technical staff and country-level committees of statistical agencies.   Prior year data is updated in light of new information.   The USAID Economic Analysis and Data Service Project examine the data after public release and notify the World Bank if erroneous data are published.   This is a more accurate calculation than the average that was used in prior years.   Updated numbers reflect the new calculation method.

Program Area: Infrastructure

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Infrastructure	838,000	–	797,509

Access to competitively-priced modern energy, communication, and transport services are critical elements of economic growth.   The United States supports the creation, improvement, and sustainability of physical infrastructure and related services in both urban and rural areas to enhance the economic environment and improve the economic productivity of both men and women.   Sustainable improvements in the governance of infrastructure are achieved by significant investment from the private sector, strengthening capacities for oversight and management, expanding markets for tradable infrastructure services, and promoting clean energy activities.   This approach is based on data that shows that countries with efficient markets tend to foster transparency, strengthen the rule of law, which in turn improves the breadth of distribution of subsequent benefits.   These market conditions help countries rich in natural resources and less well-endowed countries alike; avoid the so-called "paradox of plenty," where dependence on natural resource wealth works to inhibit political and economic development.

The United States supports a comprehensive approach to infrastructure development by helping to establish viable institutions, sound legal and regulatory environments, market-based financial flows, and cutting-edge technologies, and prioritizing ongoing operations maintenance.   For example, USAID is helping to accelerate expanded access to broadband internet connectivity and communications technology to underserved populations in Africa.   USAID is also providing assistance to expand access to energy services in selected countries like Afghanistan, in part by making direct financial investment in energy infrastructure to support reconstruction and rehabilitation of critical facilities.   Direct investment in energy, even when more limited, are combined with sector reforms to safeguard sustainability.   Within the transportation sector, the United States contributes to road construction for reconstruction in post-conflict and post-disaster situations and to enhance rural agriculture based economic development.

Beneficiaries of Improved Infrastructure

Better infrastructure promotes more rapid and sustained economic growth, as people and products can move and work more efficiently. This indicator tracks the number of people who benefit from improved infrastructure services due to U.S. assistance, either use an infrastructure service (such as transport) or receipt of an infrastructure product (such as ICT, water, sanitation, or electricity).

The FY 2012 result of 225, 725 beneficiaries receiving improved infrastructure services due to U.S. assistance fell far below the target of 1,118,605 due to an absence of data from Pakistan and Haiti, which collectively had a target of 1,062,642. Targets for FY 2013 and FY 2014 represent a scaling up of infrastructure projects in Uganda, and the East-West gas pipeline project in Georgia.

STRATEGIC GOAL THREE								
Program Area: Infrastructure								
Performance Indicator: Number of Beneficiaries Receiving Improved Infrastructure Services Due to USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	5,820,641	1,118,605	225,725	Below Target	765,227	4,880,019
Data Source: FY 2012 Performance Plans and Reports from Georgia, Haiti, Pakistan, and Uganda as captured in the U.S. Government Foreign Assistance Coordination and Tracking System. Operating Unit contractors and grantees identify infrastructure supported with USAID funding and estimate using reasonable methods the number of beneficiaries of this infrastructure.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Beneficiaries of Improved Transportation Services

Transportation infrastructure is linked to increased economic growth and social development, as businesses and individuals can more easily access the market and other opportunities, work more efficiently and cost effectively, and share ideas.

Transportation infrastructure projects fell below their FY 2012 target of 2,121,874 beneficiaries due to slightly missed targets in all four countries reporting--Afghanistan, Haiti, Madagascar, and South Sudan. Afghanistan began the shift in FY 2012 from capital improvements to capacity building in order to sustain transportation improvements. In Madagascar, farm-to-market road rehabilitation contributes to poverty reduction by linking food insecure households with markets, schools and health services. In South Sudan, increased transportation infrastructure is necessary to boost the capacity of local government to administer and mitigate conflict in the new country's sparsely populated and vast territory.

STRATEGIC GOAL THREE								
Program Area: Infrastructure								
Performance Indicator: Number of Beneficiaries Receiving Improved Transport Services Due to USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
864,799	2,341,526	2,863,566	3,227,825	2,121,874	2,041,800	Below Target	162,481	296,859
Data Source: FY 2012 Performance Plans and Reports for Afghanistan, Haiti, Madagascar, and South Sudan as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Limitations of this indicator include consistently estimating the number of beneficiaries of transport services across different countries and programs.								

Program Area: Agriculture

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Agriculture	**1,413,595**	**–**	**1,286,595**

There are approximately 870 million people suffering from hunger.   While this is a reduction from previous estimates, it is still alarming. There is renewed attention by donors to addressing persistent poverty – the root cause of hunger and economic fragility. The U.S. Government is renewing its commitment to agriculture and economic growth and focusing on harnessing the power of the private sector and research to transform agricultural development. Agriculture is a key driver to foster economic growth, reduce poverty and global hunger, and improve health. By the World Bank's estimates, interventions that target agriculture are twice as effective in reducing poverty as investments in other sectors like manufacturing or mining. U.S. investments in agriculture, including support provided through the Feed the Future Initiative, focus on creating a foundation for sustainable economic growth by helping countries accelerate inclusive agriculture sector growth through improved agricultural productivity, expanded markets and trade, and increased economic resilience in vulnerable rural communities. Through Feed the Future, the United States will focus on reducing long-term vulnerability to food insecurity to help mitigate future famines such as the 2011 famine in the Horn of Africa.

To become competitive in today's global marketplace, farmers need to integrate into the production chain—from farm to the grocery's shelf. To bring about this integration, U.S. activities promote the adoption of productivity enhancing technologies, improvement in product and quality control standards, and access to market information and infrastructure.

Agricultural Technology

Working with rural households, the United States promotes technological change and its adoption by different actors in the agricultural supply chain, which is critical to increasing smallholders' agricultural production as well as agricultural productivity at regional and national levels. In FY 2012, more than 7 million farmers and others applied new technologies or management practices, exceeding the target of 6 million, meaning that we reached 120% of our target goal for this indicator.   This is a result of increased

emphasis on extension and outreach, and expansion of activities to new areas and new crops. Activities such as Haiti's Watershed Initiative for National Natural Environmental Resources (WINNER) program which integrates internally displaced persons into farming activities at the communities where they sought refuge; and Zambia's Production, Finance and Improved Technology Plus (PROFIT+) work with farmers and other individuals to increase usage of appropriate agricultural technologies and management practices.

STRATEGIC GOAL THREE								
Program Area: Agriculture								
Performance Indicator: Number of Farmers or Others who have Applied New Technologies or Management Practices as a Result of USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
96,069	659,384	1,506,187	5,271,629	6,139,997	7,375,877	Above Target	8,528,161	8,847,036
Data Source: FY 2012 Performance Reports for Azerbaijan; Bangladesh; Bosnia and Herzegovina; Burkina Faso; Cambodia; Ethiopia; Georgia; Ghana; Guinea; Honduras; Indonesia; Iraq; Jamaica; Kenya; Kyrgyz Republic; Liberia; Madagascar; Malawi; Mali; Mozambique; Nepal; Nigeria; Pakistan; Paraguay; Rwanda; Senegal; Somalia; South Sudan; Sri Lanka; Tajikistan; Tanzania; Timor-Leste; Turkmenistan; Uganda; Uzbekistan; West Bank and Gaza; Zambia; Zimbabwe; Asia Middle East Regional; State Western Hemisphere Regional (WHA); USAID Bureau For Food Security (BFS); USAID Office of Development Partners (ODP); USAID Office of Innovation and Development Alliances (IDEA); USAID West Africa Regional as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Value of Incremental Sales

In addition to working with rural households, farmers, and farm groups, U.S. agricultural assistance focused on expanding access to markets by reducing trade barriers within and between countries. In FY 2012, U.S. investments increased the value of incremental sales from approximately $900,000 in FY 2010 to almost $87 million in FY 2011 to approximately $263 million in FY 2012.   Activities such as the Staples Value Chain Program (NAFAKA) in Tanzania and the Family Farming Program (FFP) in Tajikistan worked with farmers and agribusinesses to improve the agribusiness enabling environment; provide business development services for agricultural enterprises; build linkages between agribusiness enterprises and financial institutions for the provision of credit and other financial services; and, forge public and private partnerships to mobilize additional resources, transfer technologies, and develop markets.

STRATEGIC GOAL THREE								
Program Area: Agriculture								
Performance Indicator: Value of Incremental Sales (Collected at Farm-Level) Attributed to FTF Implementation								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	927,778	86,789,146	414,186,954	262,876,569	Below Target	289,123,509	405,214,536
Data Source: FY 2012 Performance Reports for Bangladesh, Burundi, Cambodia, Georgia, Ghana, Honduras, Indonesia, Kenya, Liberia, Mozambique, Rwanda, Senegal, Somalia, Tajikistan, Tanzania, Uganda, Zambia, Zimbabwe, USAID Bureau For Food Security (BFS) as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each Operating Unit must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).								

Program Area: Private Sector Competitiveness

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Private Sector Competitiveness	456,093	–	571,758

U.S. assistance to support private sector development helps countries create an economic environment that encourages entrepreneurship, competition, and investment.   Assistance also empowers people and enterprises to take advantage of economic opportunity.   A closely coordinated blend of diplomacy and development assistance aims for economic transformation that creates more jobs, increases productivity and wages, improves working conditions, protects labor rights, and creates more opportunities for the poor, women, and other disadvantaged groups to participate in expanding local, regional, and global markets.

The key to sustained economic growth is increasing productivity at the level of firms, from microenterprises and family farms to multinational corporations.   In many poor countries, complex and costly regulations discourage firms from investing in new technologies and inhibit productivity growth. Through private sector competitiveness efforts, the United States helps countries avoid unnecessary or inefficient administrative "red tape."   Evidence from previous activities shows this is an effective way to improve the microeconomic environment, reduce corruption, and encourages private sector-led growth. At the same time, direct assistance to private sector associations, firms, labor unions, and workers helps to develop the knowledge and skills needed to increase productivity, increase worker compensation, and improve working conditions, in order to thrive in a competitive global marketplace.

Global Competitiveness Index

A primary focus of U.S foreign assistance is removing unnecessary regulations that discourage investment in new technologies to enhance productivity.   This in turn will improve the microeconomic environment, reduce corruption, and encourage private sector-led growth.   The United States also provides direct assistance to empower men, women, and enterprises to take advantage of new economic opportunities.   The Global Competitiveness Index (GCI) of the World Economic Forum (WEF) monitors

12 determinants of competitiveness: institutions, infrastructure, macroeconomic stability, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market sophistication, technological readiness, market size, business sophistication, and innovation.   Higher scores (on a scale of 1.0 to 7.0) reflect improvements in the business environment conducive to trade and investment, and indicate that countries have implemented policies that will lead to greater economic growth and poverty reduction.   There are 56 countries in the index that received USAID assistance in the Private Sector Competitiveness Program Area in FYs 2006, 2007 and/or 2008 (allowing for a lag in observable impact).   The indicator is reported as the percentage of those countries that either reached an index score of 4.5 or greater or received a higher score than the previous year.   The United States, for example, ranked as number 7 in the GCI 2012/13 index with a score of 5.47, while Thailand ranked as number 38 with an index score of 4.52.

None of the 56 countries in the index receiving USAID assistance in this program area have yet reached this benchmark. However, the percentage that received improved scores over the preceding year increased from 41.2 percent in the 2009/10 index to 69.1 percent in the 2010/11 index and 73.2 percent in the 2011/12 index, despite the global recession, but fell back to 53.6 percent in the 2012/13 index. There are two basic reasons for this decline: the instability and uncertainty related to the Arab Spring in the Middle East and North Africa (MENA) countries and, in Sub-Saharan Africa, the ongoing impact of the global financial crisis affecting resources available for public investments infrastructure, health, and education (which are outside the focus of USAID's competitiveness projects).   On a more positive note, the number of USAID-assisted countries that reached a lower benchmark of 4.0 increased steadily from 18 in the 2008/09 index to 25 in 2012/13.   (Comparable index numbers for the previous years are not available.)   USAID technical assistance projects in this area have generally met a welcome response among recipient governments that are keen to attract more private investment.

STRATEGIC GOAL THREE								
Program Area: Private Sector Competitiveness								
Performance Indicator: Global Competitiveness Index								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	41.2%	69.1%	73.2%	75.0%	53.6%	Below Target	70%	75%

Data Source: Global Competitive Index (GCI) is a yearly report published by the World Economic Forum (WEF). Fewer countries were included in earlier reports.   This is a product of data available from the GCI.   Its reports, beginning in 2008-09, contained data for 51 to 56 of the 64 countries that received USAID assistance in this Program Area.   Though there was a small difference in the number of countries included in the index each year, USAID believes the difference is not great enough to discredit year-to-year comparisons.

Data Quality: GCI data represent the best available estimates at the time the GCI report is prepared.   They are validated in collaboration with leading academics and a global network of partner institutes.

Program Area: Economic Opportunity

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Economic Opportunity ($ in thousands)	**148,687**	**–**	**169,125**

Economic opportunity includes efforts to help families and smallholders gain access to financial services, build inclusive financial markets, improve the policy environment for micro- and small- enterprises, strengthen microfinance institution (MFI) productivity, increase their resilience to shocks and improve economic law and property rights for the poor. U.S. activities in this Program Area assist poor households and smallholders in accessing economic opportunities created by growth, particularly

households headed by women, as they are often the most disadvantaged. U.S. activities also include efforts to enhance the current income-generating prospects of poor households and smallholders, as well as efforts to ensure that these households can accumulate and protect productive assets.

Commercial Bank Accounts

According to the World Bank, "Inclusive financial systems—allowing broad access to financial services, without price or nonprice barriers to their use—are especially likely to benefit poor people and other disadvantaged groups.   Without inclusive financial systems, poor people must rely on their own limited savings to invest in their education or become entrepreneurs, and small enterprises must rely on their limited earnings to pursue promising growth opportunities.

In FY 2012, the World Bank shifted its focus from analyzing data on financial inclusion to a focus on supply-side data, as such data is no longer collected for this indicator, "commercial bank accounts per 1,000 adults."   USAID will be proposing a substitute indicator in FY 2013 that is a proxy indicator for the level of "economic opportunity" in a country, focusing on access to formal financial services for the bottom 40 percent of the income distribution.   It will serve as a contextual indicator, since it is measured at the country level and thus cannot be attributed only to USAID influence.

STRATEGIC GOAL THREE								
Program Area: Economic Opportunity								
Performance Indicator: Commercial Bank Accounts per 1,000 Adults								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	697	653	675	N/A	Data Not Available	N/A	N/A
Data Source: World Bank's Consultative Group to Assist the Poor (CGAP) annual Financial Access report. Data is based on a survey of financial regulators in over 140 countries. The indicator is an average of those countries receiving USAID microenterprise assistance for which there is data.								
Data Quality: CGAP's Financial Access team checks the robustness of the data by comparing with previously reported data, following up when there are large discrepancies, cross-checking values with other World Development Indicators and International Financial Statistics, and conducting checks for internal consistency and rationality.								

Program Area: Environment

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Environment	**868,571**	**–**	**675,963**

Environmental issues such as climate change, protection of natural resources and forests, and transboundary pollution will continue to play increasingly critical roles in U.S. diplomatic and development agendas.   The United States remains committed to promoting partnerships for economic development that reduce greenhouse gas emissions, improve air quality, and create other benefits by using and developing markets to improve energy efficiency, enhance conservation and biodiversity, and expand low-carbon energy sources.   Beginning in FY 2010, significant new resources were committed to help the most vulnerable countries and communities in developing countries address the impact of climate change.   Activities in this Program Area are central to the President's Global Climate Change (GCC) Initiative.

Greenhouse Gas Emissions

Greenhouse gas emissions reduced or sequestered as measured in carbon dioxide equivalent (CO2-eq) is an internationally recognized measure of climate change mitigation. The measure enables comparison of impacts from policies and activities that reduce, avoid, or store greenhouse gases (carbon dioxide, methane, nitrous oxide and industrial gases) in the energy, industry, transport, land use and land use change (agriculture, forestry, and natural resource conservation) sectors. Results can be aggregated to demonstrate program-wide impact on reducing net greenhouse gas emissions that lead to climate change. This aggregation facilitates assessment of the impact of U.S.-supported climate change activities in more than 40 developing countries across multiple sectors.

CO2e emissions reduced or sequestered as a result of U.S. assistance over FY 2012 exceeded the target by 65 percent (65 million metric tons), although the total of 165 million metric tons represents a decrease of 18 percent (35M tCe) from FY 2011. This variation is primarily due to a 35 percent decrease in emission reductions reported by the Central Africa Regional Mission, which accounts for over 80 percent of the FY 2012 result, and is driven by a reduction in (indirect) sustainable landscapes resources managed by the mission and an increase of biodiversity resources managed by the Fish and Wildlife Service, which does not report on the State/USAID climate change mitigation indicator. This reduction was partially offset by the performance of Brazil, Bolivia, China, Ecuador, Georgia, Indonesia, Kenya, Peru and Ukraine. Moreover, the total figure does not incorporate the results of 11 country programs that generate indirect GCC benefits and are not (yet) reporting on this indicator.   Increases of 20-40 percent in the targets for FY 2013-2014 reflect the *gradual* shift of 10 partner countries entering the EC-LEDS program over FY 2011 and the beginning of FY 2012. The increase in emissions reductions will be gradual, as much of the focus of the EC-LEDS program through FY 2014 will remain on enabling conditions for significant, measurable and lasting emissions reductions by building the capacity of partner governments to manage national GHG inventories, project emissions curve trajectories, identify cost-effective mitigation options, and design responsive policy instruments. Efforts will continue over FY 2013 to conclude another 10 EC-LEDS country agreements, which will also expand the basis for future emissions reductions. However, the Department of State and USAID are conscious of the need to standardize and rationalize reporting and the planning of targets, which is being addressed through support to the missions to increase use of a GHG emissions calculator for the SL pillar, new protocols for estimating GHG emissions reductions for Clean Energy and Energy Efficiency Reporting (CLEER), and training for USAID staff and implementers in GCC performance monitoring and reporting.

STRATEGIC GOAL THREE								
Program Area: Environment								
Performance Indicator: Quantity of Greenhouse Gas (GHG) Emissions, Measured in Metric Tons of CO2e, Reduced or Sequestered as a Result of USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
142,000,000	120,000,000	120,000,000	200,000,000	100,000,000	165,057,815	Above Target	129,757,454	141,511,374
Data Source: FY 2012 Performance Plans and Reports (PPR) from Bangladesh, Brazil, Bolivia, Cambodia, China, Colombia, Ecuador, Georgia, Honduras, India, Indonesia, Kenya, Mexico, Nepal, Panama, Peru, Uganda, Ukraine, Vietnam State Oceans and International Environment and Scientific Affairs (OES), State Western Hemisphere Regional (WHA), USAID Bureau of Economic Growth, Education & Environment (E3), USAID Europe Regional, USAID Eurasia Regional, USAID Africa Regional, USAID Central Africa Regional, USAID West Africa Regional, USAID Regional Development Mission for Asia, USAID South Asia Regional, USAID Central America Regional, as reported in the Foreign Assistance Coordination and Tracking System. Prior to FY11 data was collected through E3/GCC's online reporting tool. Starting in FY 2011 it is collected through Foreign Assistance PPRs as reported in the Foreign Assistance Coordination and Tracking System. All USAID and State Department operating units receiving direct GCC funding for Sustainable Landscapes (SL) or Clean Energy (CE) are required to apply this indicator to their GCC programs. Accordingly, reporting on it has increased in FY12 and should continue in FY 2013. USAID/E3/GCC introduced a new web-based calculator was in FY12 for the SL pillar and is developing one for the CE pillar. This should significantly improve the accuracy, completeness, and comparability of the estimated value of this indicator. The GCC team in Washington will continue to provide technical support to the field in order to ensure the timeliness and accuracy of annual reporting.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Missions are encouraged to use the Agriculture, Forestry and Land Use (AFOLU) GHG emissions calculator to increase the quality of the data under the Sustainable Landscapes pillar of the GCC strategy.								

Hectares Under Improved Management

The U.S. Government uses a spatial indicator, "Number of Hectares of Biological Significance and/or Natural Resources Under Improved Natural Resource Management (NRM)," to measure the impact of many site-based NRM and biodiversity conservation interventions.   Worldwide impoverishment of ecosystems is occurring at an alarming rate, threatening development by driving species to extinction, disrupting ecological services, and reducing soil productivity, water availability, and resilience to climate change. Improvements to NRM have been demonstrated to halt and reverse these trends.

This indicator is useful for activities that promote enhanced management of natural resources for one or more objectives, such as conserving biodiversity, sustaining soil or water resources, mitigating climate change, and/or promoting sustainable agriculture.   An area is considered under improved management when, for example, a change in legal status favors conservation or sustainable NRM, human and institutional capacity is developed and applied, management actions are implemented, or on-the-ground management impacts are demonstrated (e.g. illegal roads closed, snares removed, no-fishing zones demarcated).

In FY 2012, nearly 100 million hectares were under improved natural resource management, mostly in biologically significant areas, achieving 96 percent of the estimated target for this indicator.   The area affected is equivalent in size to the states of California, Nevada and New Mexico combined.   Overall

success can be attributed to capacity building of a diversity of individuals and institutions responsible for managing land and water resources, from community and indigenous groups to government authorities and private sector rights holders.

About 49 million hectares of high-biodiversity landscapes were put under improved management through one program, USAID's Central Africa Regional Program for the Environment (CARPE), accounting for half of all reporting on this indicator. CARPE conserves wildlife and forests through protected area capacity building, land use planning processes and natural resource management activities consistent with local, national and regional priorities. The Initiative for Conservation of the Andean Amazon (ICAA), another large regional program, reported 6.5 million hectares improved in its first year, and a global program operating in eight transboundary landscapes brought 12.2 million hectares under improved management.

USAID/Indonesia generated the largest single-country improved NRM footprint, with 11.1 million hectares under improved natural resource management, mainly in marine protected areas which conserve coral ecosystems while enhancing fisheries important to millions of people. Other programs advancing natural resource management at a large scale include Kenya, Peru, Ecuador, Brazil, Mozambique and Georgia.

The State Bureau of Oceans and International Environmental and Scientific Affairs (OES) has worked with free trade partner countries to bring over 7.5 million hectares of biological significance and/or natural resources under improved management. Government-to-government collaborations, including trainings, exchanges, and technical assistance, have resulted in improved management of protected areas such as Patagonia, the High Atlas Mountains, and turtle nesting sites.

The pace and scale of management improvements depends on project approach and country conditions, and is therefore difficult to predict. Results exceed expectations in one project and fall short in another. In Bangladesh, FY 2012 targets were exceeded by 33 percent following USAID assistance that led the Forest Department to adopt government and community co-management for the entire Sundarbans Reserved Forest, a critical tiger habitat, much earlier than anticipated. The project is close to meeting the end-of-project target two years ahead of schedule, with 25 protected areas - including forests, wetlands, and ecologically critical areas – now under co-management, a well-recognized form of improved management in the country. Meanwhile in Bolivia, political tension within indigenous territories, an unusually long rainy season, and internal project problems resulted in only achieving five percent of the hectares target set for FY 2012. Adjustments based on a project evaluation are expected to overcome these obstacles and improve management of at least 400,000 hectares in FY 2013. Targets for FY2013 and FY2014 are conservative due to uncertainty about new programs in development.

STRATEGIC GOAL THREE								
Program Area: Environment								
Performance Indicator: Number of Hectares of Biological Significance and/or Natural Resources under Improved Natural Resource Management as a Result of USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
129,580,863	104,557,205	92,700,352	101,800,000	103,500,000	99,737,668	Below Target	73,274,945	65,146,789

Data Source: FY 2012 Performance Reports from Bangladesh, Bolivia, Brazil, Cambodia, China, Colombia, Ecuador, Ethiopia, Georgia, Guatemala, Guinea, Haiti, Honduras, Indonesia, Kenya, Liberia, Malawi, Mozambique, Namibia, Nepal, Nicaragua, Paraguay, Peru, Philippines, Rwanda, Sierra Leone, South Sudan, Tanzania, Uganda, USAID Central Africa Regional, USAID Regional Development Mission for Asia, USAID South America Regional, USAID Southern Africa Regional, USAID West Africa Regional, USAID Bureau for Economic Growth, Education and Environment, State Bureau for Oceans and International Environment and Scientific Affairs, and State Western Hemisphere Regional Bureau, as reported in the Foreign Assistance Coordination and Tracking System.

Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

STRATEGIC GOAL FOUR

Provide humanitarian assistance and support disaster mitigation

Humanitarian assistance is provided on the basis of need, according to principles of universality, impartiality and human dignity.   In addition to providing emergency relief in response to natural and man-made disasters, the Department of State and USAID also focus on building host nation capacity to prepare for, respond to, and mitigate the consequences of disasters on their own.   Where appropriate, humanitarian assistance should be linked effectively to longer-term development programs, reducing the long-term cost of conflict and natural disaster and facilitating the transition from relief through recovery to development.

In FY 2012, the United States committed over $4 billion in funding on Program Areas within Strategic Goal Four, representing close to 12 percent of the Department of State and USAID's foreign assistance budget. A sample of programs and related performance indicators are presented in the following chapter to help describe the broad range of U.S. efforts to provide humanitarian assistance and support disaster mitigation. Analysis of performance data is included for important contextual information and to examine the reasons underlying reported performance. In Strategic Goal Four of the eight indicators that reported performance for FY 2012, four indicators were above target, two were on target, and two were below target.

FY 2012 Performance Results for Strategic Goal Four

Below Target 2 25%
Above Target 4 50%
On Target 2 25%

Total Indicators = 8

Program Area: Protection, Assistance and Solutions

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Protection, Assistance and Solutions ($ in thousands)	4,135,705	–	4,306,831

The purpose of U.S. assistance in this Program Area is to provide protection, life-sustaining assistance, and durable solutions for refugees, internally displaced persons (IDPs), stateless persons, and other victims of conflict and disasters.   U.S. policy and programs advance the goal of providing humanitarian assistance by protecting vulnerable populations from physical harm, persecution, exploitation, abuse, malnutrition and disease, family separation, gender-based violence, forcible recruitment, and other threats, while ensuring that their full rights as individuals are safe-guarded.

The Department of State leads U.S. Government responses to political and security crises and conflicts. As part of this response, the Bureau of Population, Refugees, and Migration (PRM) responds primarily to humanitarian crises resulting from conflict and persecution and emphasizes a multilateral approach, providing the majority of funding to international organizations through the Migration and Refugee Assistance and Emergency Refugee and Migration Assistance accounts.   USAID's Office of

U.S. Foreign Disaster Assistance (OFDA) provides most of its assistance bilaterally to non-governmental organizations and international organizations through the International Disaster Assistance (IDA) account and leads U.S. responses to humanitarian crises resulting from natural or industrial disasters. A large percentage of IDA funding supports response to complex humanitarian crises. USAID's Office of Food for Peace (FFP) is the primary source of U.S. food aid, targeting the most food insecure beneficiaries including refugees, internally displaced persons, and those coping with conflict and natural disasters. Given the fluidity and unpredictability of population movements in any given crisis, the Department of State and USAID coordinate closely in the provision of humanitarian assistance. Activities include: distributing food and other relief supplies to affected populations; providing health and nutrition services, including feeding centers; responding to water, sanitation, and hygiene needs; providing shelter materials; implementing programs to protect children and to prevent and respond to gender-based violence; and providing economic recovery and agricultural inputs, where appropriate.

Beyond Washington, State and USAID staff members monitor programs and coordinate with other donors and implementing partners in 30 countries around the world, the U.N. Missions in New York and Geneva, Rome, and five U.S. Department of Defense Combatant Commands. In some humanitarian emergencies, USAID dispatches Disaster Assistance Response Teams to affected countries to conduct on-the-ground assessments, provide technical assistance, oversee provision of commodities and services, and coordinate with donors and the international community. In protracted situations where displaced populations require support for many years, U.S. humanitarian assistance is designed to support livelihoods and other efforts that foster self-reliance. The United States also assists in finding durable solutions for refugees, stateless persons, and IDPs, including support for the voluntary return of refugees and IDPs to their homes, integration among local host communities, or refugee resettlement to the United States. The Department of State and USAID continue to invest in establishing and using internationally-accepted program management standards and in training their staff to conduct assessments and program monitoring and evaluation of programs are performed professionally and reliably.

Refugee Admissions to the United States

Refugees admitted to the United States achieve protection and a durable solution, beginning new lives in communities across the country. The following indicator measures the overall effectiveness of the U.S. refugee admissions program by tracking the number of refugees arriving in the United States against regional ceilings established by Presidential Determination in consultation with Congress. To the extent that the Bureau of Population, Refugees, and Migration (PRM) has control of the process, the measure is also an indication of PRM's performance in managing the program.

In FY 2012, the U.S. Government resettled more refugees than all other countries combined. Refugee admissions to the United States in FY 2012 totaled 58,238 refugees, which represents 80 percent of the regional ceilings established by Presidential Determination. The primary reason for the reduced number of refugee arrivals in FY 2012, as in FY 2011, was the 2010 implementation of a new enhanced security check for all refugees at the final stages of processing for U.S. resettlement, which added to the processing time and delayed travel. Thanks to improvements made to the interagency security check process in mid-2012, refugee arrivals rebounded in the last quarter of FY 2012. Despite these challenges throughout most of the year, the U.S. Refugee Admissions Program reached a number of major milestones in FY 2012. On February 15, 2012, the United States admitted its three millionth refugee since 1975. On September 5, 2012, the 60,000th Bhutanese refugee since the launch of resettlement from Nepal in 2007 departed for a new life in the United States. Also in September 2012, the United States welcomed the 100,000th refugee from East Asia since 2004. This milestone includes refugees of 34 nationalities/ethnicities resettled to the United States, the vast majority of whom are Burmese refugees from Thailand and Malaysia.

Beyond third-country resettlement, in FY 2012, the United States achieved significant results in supporting other durable solutions as well. Through PRM support to the Office of the UN High Commissioner for Refugees (UNHCR) and others, over 55,000 Afghan refugees voluntarily returned to Afghanistan to date in calendar year (CY) 2012.   Displaced Iraqis found durable solutions as well, with more than 260,000 Iraqi refugees and IDPs returning to their areas of origin inside Iraq in CY 2011, and over 270,000 Iraqi refugees and IDPs have returned from January-October 2012.

PRM's humanitarian diplomacy and assistance have also achieved progress in resolving the protracted refugee situation of Liberian refugees in West Africa. Refugee status for Liberians ended on June 30, 2012 with the invocation of the cessation clause.   Prior to June, UNHCR worked to ensure that remaining refugees registered for voluntary repatriation or local integration.   UNHCR also worked with host governments to grant legal refugee status to Liberian individuals who continued to express protection concerns.   With PRM support, in 2012, UNHCR and the International Organization for Migration (IOM) helped some 20,500 Liberians to return home from countries in the region, surpassing UNHCR's planning figure of 15,000.

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The Department of State's humanitarian diplomacy has also achieved progress in resolving the protracted refugee situation in the Balkans. In November 2011, PRM's Acting Assistant Secretary led the U.S. delegation to a Ministerial Review Conference on Solving the Refugee Situation in the Western Balkans.   The Conference brought together Ministers of Foreign Affairs from Serbia, Croatia, Bosnia and Herzegovina, and Montenegro.   They signed a Joint Declaration expressing their collective will to resolve the protracted refugee situation, and they committed their countries to a Regional Housing Program (RHP) for refugees and IDPs supported by international donors.   In FY 2012, the Department of State provided $10 million to the Regional Housing Program (RHP) fund managed by the Council of Europe Development Bank (CEB). The RHP is a cooperative effort of four Partner Countries: Serbia, Bosnia and Herzegovina (BiH), Montenegro, and Croatia to find durable housing solutions for close to 74,000 of the most vulnerable refugees and displaced people (primarily from the 1991-95 Yugoslav wars).   The five-year RHP also addresses a variety of protection needs and, if fully realized, should largely close the chapter on the long-standing refugee issues in the Balkans other than those related to the 1999 Kosovo conflict.   In FY12, PRM funding to NGOs focused on key legal protection, income-generation, and other sustainable return measures in Kosovo, Serbia, and BiH.   The Department is also supporting pilot social housing models in Bosnia to move some of the over 7,000 Croatian refugees and 113,000 Bosnian IDPs out of collective centers.

Department of State assistance and advocacy also contributed to efforts in FY 2012 to promote the identification and registration of stateless persons, amend citizenship laws, and improve the implementation of existing laws.   Achieving an increased number of states party to the two UN Statelessness Conventions is key to addressing statelessness, a problem which affects as many as 12 million people around the world.   In FY 2012, nine countries acceded to one or both of the statelessness conventions.   They include: Burkina Faso, Ecuador, Paraguay, and Georgia, Serbia, while Burkina Faso, Republic of Moldova (both), Bulgaria (both), Benin, (both), and Georgia, Turkmenistan (both), all acceded to Ecuador, Paraguay, and Serbia.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of Refugees Admitted to the U.S. Against the Regional Ceilings Established by Presidential Determination								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
86.0%	99.5%	98.0%	73	100	80.0%	Below Target	100.0%	100.0%
Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM).								
Data Quality: PRM has developed and deployed a standardized computer refugee resettlement case management system. This system, known as the Worldwide Refugee Admissions Processing System (WRAPS), is a highly structured, centralized database that produces real-time data on the number of refugees admitted to the U.S. The data are valid, as they rely on direct, official reporting of refugee admissions numbers. The data cannot be manipulated, as they are stored in a password-protected database operated by a PRM contractor.								

Gender-Based Violence (GBV) Prevention and Response Activities

Combating gender-based violence (GBV) remains a U.S. priority. Available evidence suggests that the stress and disruption of daily life during complex humanitarian emergencies may lead to a rise in GBV. Efforts to prevent and combat GBV are integrated into multi-sectoral programs in order to maximize their effectiveness and increase protection generally.   Combating GBV increases protection for women, children, and others at risk during complex humanitarian emergencies by preventing or responding to incidents of rape, domestic violence, forced marriage, sexual exploitation and abuse, and other forms of GBV.   To support these efforts, community awareness, psychosocial counseling, health services and legal aid for survivors are mainstreamed into humanitarian programs.

Since 2000, the Department of State has taken a leading role in raising and addressing the special protection needs of women and children in any humanitarian response, providing over $80 million in targeted GBV programming and engaging with international and non-governmental organization partners to develop policies that better address the unique needs of women and children in conflict situations.   In FY 2012, the Department of State worked with its partners to identify emerging gender issues and to plan programmatic support related to the protection of lesbian, gay, bisexual and transgender refugees.

In addition to supporting its primary international organization partners – UN High Commissioner for Refugees, International Committee of the Red Cross (ICRC), and UN Relief and Works Agency for Palestine Refugees in the Near East – in their efforts to prevent and combat GBV, a key objective of the Department's GBV programming is to integrate or "mainstream" GBV interventions into multi-sectoral humanitarian assistance programs.   In FY 2012, 45 percent of PRM-funded NGO or other International Organizations (IO) projects included activities to prevent and respond to GBV.   This exceeds the FY 2012 target of 35 percent, is a substantial increase over the FY11 percentage of 38 percent, and demonstrates a significant accomplishment in PRM's efforts to mainstream and expand GBV programming.

The Department of State's GBV programs were implemented in every region of the world, and included a range of activities, such as: trainings for medical and psychosocial personnel to provide improved services to GBV survivors; radio programs to raise awareness of GBV and resources for GBV survivors; training for judges and police personnel to handle GBV cases appropriately; and livelihood trainings and activities to reduce women's vulnerability.

For example, ICRC's approach to women and war is reflected in many of its operations including in

Colombia where ICRC is assisting communities affected by sexual violence in the area along the Pacific coast.   ICRC distributed assistance in the form of food, personal hygiene kits and household items to people who were forced to flee their homes and communities after suffering sexual violence.   ICRC also conducted workshops on sexual and reproductive health in urban neighborhoods affected by violence to improve sexual health in these areas with a view to preventing unwanted pregnancies, sexually transmitted diseases and domestic violence.

USAID's Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of U.S. Foreign Disaster Assistance (OFDA) supports implementing partners to integrate the response to and prevention of gender-based violence into their humanitarian operations. The risks for GBV increase for women and girls in the aftermath of disasters, making prevention and response to GBV a vital component of our humanitarian assistance.   At the most fundamental level, we require all programs to incorporate protection mainstreaming into all interventions: this means, designing humanitarian assistance activities in ways that reduce risks and address effects of, harm, exploitation, and abuse, including GBV.   In addition, in FY 2012 DCHA/OFDA funded 24 programs designed to prevent and/or respond to GBV in seven countries affected by natural disasters or conflicts, plus five global programs to increase capacity for GBV prevention and response.   Some of these programs include methods to engage men and boys – in particular, the program related to social norms around sexual violence will engage men and boys in understanding and changing social norms.

DCHA/OFDA made significant progress in implementing commitments under the National Action Plan (NAP) for Women, Peace, and Security through humanitarian assistance in FY 2012.   One of those key achievements was the revision of our disaster assistance Guidelines for Proposals in FY 2012, which contain guidance and requirements for unsolicited proposals from non-governmental organizations, to contain new requirements for all DCHA/OFDA-funded programs:

- Gender analysis and promotion of gender equality required in all sectoral interventions;
- Mainstreaming protection to reduce risks for harm, exploitation, and abuse (including GBV) required in all sectoral interventions;
- All programs must demonstrate adoption of a Code of Conduct to Prevent Sexual Exploitation and Abuse prior to receiving funding, and also provide a description of how the recipient organization implements the Code of Conduct in the targeted country.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of NGO or Other International Organization Projects that include Dedicated Activities to Prevent and/or Respond to Gender-Based Violence								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
27.5%	28.3%	30.0%	38.0%	35.0%	45%	Above Target	35%	35%
Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM). Internal award document tracking system and from implementing partner reports (verbal or written).								
Data Quality: A weakness of this indicator is its inability to assess the quality and impact of GBV program activities. Data for the indicator are reviewed by the Bureau's gender, monitoring and budget officers.								

Vulnerable Populations

This indicator measures the reach of protection and solution activities funded by USAID's DCHA/OFDA. There is growing acknowledgement within the international community that material assistance alone

often cannot ensure the well-being of at-risk communities. To meet this challenge, USAID has placed greater emphasis on protection across all levels of relief planning and implementation.

In disaster situations, USAID response efforts help ensure that vulnerable populations, such as women, children, and ethnic and religious minorities receive their humanitarian rations equitably.   In FY 2012, DCHA/OFDA supported 26 programs to address child protection for especially vulnerable children in 10 countries in complex emergencies and responses to disasters.   Because conflicts and natural disasters often separate families and disrupt normal care-giving for children, USAID programs ensure that adequate protection measures are in place for children, such as the reunification of separated and unaccompanied children with their families. USAID has also taken steps to safeguard and restart children's education in order to help communities cope with and recover from disasters. Children spend a large part of their daily lives in school, and USAID provides funding to ensure that schools are prepared in the event of a disaster to keep children as safe as possible.   Throughout its disaster assistance programs, USAID ensures the protection of vulnerable children from risks of exploitation, abuse, and other violations. USAID also supports initiatives that raise awareness about the numbers and needs of internally displaced persons (IDPs) around the world and promote good practices in protection and assistance for the displaced.   The Internal Displacement Monitoring Centre (IDMC) estimates that 26.4 million people were newly internally displaced from conflict at the end of 2011, and tens of millions more are displaced each year due to sudden-onset natural disasters. Through activities carried out in FY 2012, USAID assistance reached IDPs in 28 countries, with results staying at the target of 40 percent.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of USG-Funded NGO or Other International Organization Projects that include Activities or Services Designed to Reduce Specific Risks or Harm to Vulnerable Populations								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	37%	40%	40%	On Target	N/A	N/A
Data Source: USAID's Office of U.S. Foreign Disaster Assistance (OFDA) proposal tracking system (abacus) and field monitoring reports, as available.								
Data Quality: A weakness of this indicator is its inability to assess the quality of protection activities.								

Food Aid Beneficiaries

The U.S. emergency food assistance program has long played a critical role in responding to global food insecurity.   It saves lives and livelihoods, supports host government efforts to respond to critical needs of their own people during shocks, and demonstrates the concern and generosity of the American people in times of need.   Urgent responses to rapid onset emergencies and efforts to resolve protracted crises provide a basis for transitioning to the medium- and long-term political, economic, and social investments that can eliminate the root causes of poverty and instability.

In FY 2012, USAID provided emergency food assistance and program support in 36 countries around the world.   The Emergency Food Security Program (EFSP) was used to provide funds to a variety of private voluntary organizations and the United Nations Children's Fund (UNICEF), U.N. World Food Program (WFP), and the U.N. Food and Agriculture Organization (FAO) to support local and regional procurement and cash and food voucher programs in 19 countries, including Afghanistan, Haiti, Kenya, Libya, Niger, Pakistan, Somalia, Syria, and Yemen.   The U.S. Government is also the single largest donor to the WFP.   In FY 2012, USAID contributed more than $1.2 billion to WFP in response to global appeals in 35 different countries in Africa, Asia, Latin America, the Caribbean, and Near East.

The emergency food aid indicator demonstrates the effectiveness of USAID programs by measuring the percentage of beneficiaries reached versus planned levels.   USAID continues to improve the ability to identify food needs in emergencies and how best to deliver food assistance.   Through activities carried out in FY 2012, USAID assistance to beneficiaries remained at its target level of 93 percent.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percent of Planned Emergency Food Aid Beneficiaries Reached with USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
92.0%	93.0%	93.0%	93.0%	93.0%	93%	On Target	93%	93%
Data Source: USAID's Office of Food for Peace (FFP) Summary Request and Beneficiary Tracking Table.								
Data Quality: Data quality assessments (DQAs) are not required for emergency programs, but Food for Peace nonetheless conducts them as a development best practice. DQAs are done on the data from the previous fiscal year, so FFP's next DQA will be done in FY 2012 drawing on FY 2011 data.								

Global Acute Malnutrition (GAM) Rate

The nutrition status of children under five is a key indicator for assessing the severity of a humanitarian emergency and the adequacy of any humanitarian response. The under-five Global Acute Malnutrition (GAM) rate is used to measure the nutritional status of vulnerable children and is influenced by food security, availability of health services, water/sanitation/hygiene (WASH) and other factors.   As an internationally-accepted indicator, GAM measures the extent to which the United States and its partners are meeting the assistance needs of populations of concern such as refugees and internally displaced persons (IDPs).

The Department of State considers humanitarian situations to be emergencies when more than 10 percent of children under age five suffer from acute malnutrition in a setting where aggravating factors exist, such as conflict, infectious diseases, or restricted movements (e.g. camp settings).   In both emergency and protracted situations (those that have been in existence five years or longer), malnutrition contributes to mortality amongst children and hinders their long-term growth and development.   There are hundreds of locations worldwide where the United States and its partners are providing direct assistance to vulnerable populations in order to address humanitarian need.

For example, alarmingly high GAM rates in Ethiopia's Dollo refugee camps, where more than half the children were malnourished in October/November 2011, were greatly reduced through State programs in FY 2012.   In June 2012, a nutrition and health survey documented significant improvement in malnutrition rates, the crude mortality rate, under five mortality rate, and anemia prevalence in the camps. The GAM rate in Kobe and Hilawyen camps dropped dramatically from 47.8 percent and 50.6 percent in November to 13.1 percent and 15.9 percent, respectively.   Severe Acute Malnutrition rates in Kobe and Hilawyen decreased from 18.5 percent and 18.9 percent to 1.9 percent and 2.5 percent, respectively. Department of State's financial support to UNHCR and NGO partners as well as diplomatic engagement with the Ethiopian Administration for Refugee and Returnee Affairs (ARRA) were instrumental to responding to what UNHCR has described as one of the most challenging emergencies it has ever faced.

UNHCR tracks performance information by calendar year.   According to available survey data to date, GAM indicator results did not meet the target by the end of FY 2012.   Data is available from 54 sites of which 27 (50 percent) exceeded a GAM threshold of 10 percent among children under five.   Complete 2012 survey data will be available in February 2013, at which point the State Department expects the result to be closer to the target.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance Indicator: Percentage of Surveyed Refugee Camps in Protracted Situations where Global Acute Malnutrition (GAM) does not exceed 10 Percent								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	98%	70%	50%	Below Target	73%	75%
Data Source: Reports from the UN High Commissioner for Refugees.								
Data Quality: Results are based on a limited number of surveys received as of 2012, so this data should be considered preliminary. PRM will receive complete nutrition data for calendar year 2012 from UNHCR in February 2013, at which point PRM expects the result to be closer to the target. In FY 2011 PRM participated in a Department-wide review of its foreign assistance indicators, and through this process revised the way it measures and reports on GAM. Given that the majority of camp-based refugees are in protracted situations, PRM has developed a more rigorous methodology and refined its targets to better report on the performance of the Bureau and its partners. Performance in out-years will reflect this refined methodology.								

Basic Inputs for Survival, Recovery or Restoration of Productive Capacity

During emergencies, USAID provides life-saving and life-sustaining humanitarian assistance. In response to large-scale disasters, USAID is able to deploy expert teams that draw upon the full spectrum of the U.S. Government's capabilities.   USAID provides rapid response to meet the basic needs of populations affected by life-threatening disasters, both natural and complex.

USAID, as the U.S. Government's lead in international disaster response, reached 49 million beneficiaries affected by 60 disasters in 53 countries during FY 2012 and provided targeted assistance to almost 30 million internally displaced persons (IDPs) in North, West, Central, and Southern Africa and the Horn of Africa, Central, South, and Southeast Asia, the Middle East, Central and South America, and the Caribbean.

In FY 2012, USAID provided food assistance in response to emergencies in 26 countries, including 18 in Africa, 7 in Asia and the Near East, and 1 in Latin America and the Caribbean.   Emergency food assistance programs are implemented by non-governmental organizations (NGO) and public international organizations (PIO).   Through the Emergency Food Security Program (EFSP), USAID provides funding for the local and regional purchase of food and other interventions, such as food vouchers and cash transfer programs that facilitate access to food.   EFSP complements existing Title II food aid programs.   In FY 2012, EFSP provided grants to a variety of NGOs, United Nations (U.N.) Agencies such as the U.N. World Food Program (WFP) and the U.N. Children's Fund to provide timely emergency response through local and regional procurement, as well as cash and food voucher programs, in 19 countries, including Afghanistan, Haiti, Kenya, Syria, Niger, Pakistan, and Yemen.

STRATEGIC GOAL FOUR								
Program Area: Protection, Assistance and Solutions								
Performance 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 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	59,007,997	45,760,000	48,989,676	Above Target	45,000,000	46,462,565
Data Source: Internal awards tracking systems (Abacus) and other sources, including implementing partner reports, and verbal or written reports from regional teams.								
Data Quality: A weakness of this indicator is its inability to reflect appropriate identification and targeting of eligible beneficiaries or the quality of humanitarian assistance activities.								

Program Area: Disaster Readiness

	FY 2012 Initial Actual	FY 2013 Estimate	FY 2014 Request
Disaster Readiness ($ in thousands)	104,755	–	139,763

U.S. assistance builds resiliency and reinforces the capacity of disaster-affected countries, American responders, and the international community to reduce risks and prepare for rapid, coordinated response. Programs also focus on increasing resiliency among households and communities and by improving their ability to cope with and recover from the effects of a disaster. Although principles of disaster readiness and risk reduction are often incorporated into disaster response programs, assistance in the Disaster Readiness program area focuses primarily on risk reduction, readiness, resiliency, and capacity building.

Disaster Risk-Reducing Practices/Actions

USAID supports disaster risk reduction (DRR) stand-alone and integrated programming at the regional, national, and community level. USAID is focusing on improving early warning and translating early warning into action to reduce the impact of disasters and enhance resilience. More than 26,000 persons were trained in disaster preparedness in FY 2012, more than doubling the FY 2011 target. The training involved capacity building in flood early warning, transboundary pest management, and volcano and seismic monitoring. Also, in FY 2012, 17 percent of host country and regional teams and other stakeholder groups provided with U.S. assistance during the past five years are implementing risk reducing measures to improve resilience to natural disasters; this result is well above the 7 percent target. The needs for funding for natural disasters changes each year; however, in FY 2012, USAID was able to invest additional funding in DRR programs and support resilience, thereby achieving higher than anticipated results in this area.

USAID-supported hydro-meteorological activities such as the Global Flash Flood Guidance and early warning systems enable countries to monitor potential for flash floods and provide lead time to lessen loss of lives in Southern Africa, Central America, the Black Sea area, the Middle East, and Pakistan. USAID programs build capacity on climate variability and prediction to address the transboundary nature of climate by encouraging cross-continental information exchange among meteorologists, including sharing lessons learned. Trainings also improve meteorologists' capability to produce climate information to for decision-makers to reduce the impact of climate fluctuations on local populations.

The Emergency Capacity Building Project has developed a concise DRR and climate change adaptation

(CCA) guide and training package.   Toward Resilience is an introductory resource for development and humanitarian organization staff who work with communities vulnerable to disasters and climate change. The guide aims to fill existing gaps in available DRR–CCA resources and includes introductory DRR and CCA information, principles of effective practice, guidelines for action in a range of sectors and settings, case studies, and links to useful tools and resources.

Another good example is a community-based armyworm monitoring, forecasting and early warning program in East Africa aimed at strengthening national and regional capacities for a timely, affordable and effective prevention and control of armyworm, one of the most devastating pests of cereal crops. Through this project, local communities, crop protection agents and governments will be alerted in time to implement preventive and curative interventions that will save crops and pasture.

In FY 2012, the Volcano Disaster Assistance Program (VDAP) provided technical assistance that benefitted nearly 1.8 million people living near active volcanoes, led to the modification of 17 geological policies or procedures that increased preparedness for volcanic eruptions, and trained 74 volcano scientists to better monitor their volcanoes. VDAP responded to several volcanic crises during the year, including deploying to Colombia to assist the Servicio Geológico de Colombia during an eruption of Nevado del Ruiz volcano.   An eruption of the volcano in 1985 led to the deaths of more than 23,000 people.

STRATEGIC GOAL FOUR								
Program Area: Disaster Readiness								
Performance 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 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	5.0%	7.0%	17%	Above Target	20%	20%
Data Source: Internal award tracking system (abacus), third-party reporting, IO reporting, NGO reports, individual contacts, etc.								
Data Quality: The implementation or application of training is likely to follow some years after USG inputs. The numerator will necessarily be a subjective estimate initially, although improved data collection mechanisms in the future can improve on data access and reporting.								

STRATEGIC GOAL FOUR								
Program Area: Disaster Readiness								
Performance Indicator: Number of People Trained in Disaster Preparedness as a Result of USG Assistance								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
224,519	10,004	18,030	12,396	11,952	26,768	Above Target	18,857	16,805
Data Source: Internal award tracking system (abacus), and implementing partner quarterly reports								
Data Quality: The rigor, length and quality of the training vary among countries. Without established criteria to standardize "training," this indicator may be subject to some over-reporting.								

STRATEGIC GOAL FIVE

Support American prosperity through economic diplomacy

- **The foundation of America's leadership abroad is a prosperous American economy.** Level 21st century playing fields and the free flow of goods, services, investment and information are critical both to our national prosperity and to many of our foreign policy goals.   As such, the Department of State is elevating economic diplomacy as an essential element of our foreign policy - including trade, commercial diplomacy, and investment.   Leveraging resources and capabilities from across federal agencies, we will identify and seek to break down national and regional barriers to trade and investment, placing new priority on market-distorting practices such as non-enforcement of intellectual property rights, the abuse of exchange rates and regulatory practices, and indigenous innovation policies.

- **Industrial policy and competitiveness issues, trade and investment standards, and intellectual property rights protections are critical issues for emerging markets, particularly in Asia and Latin America.**   We will shape our agendas in Latin America and Asia in ways that advance U.S. interests on this set of competitiveness issues.   Globally, we will promote and support efforts to raise awareness within the United States of potential market opportunities abroad in support of the President's National Export Initiative.   Finally, in light of the critical role of energy to our prosperity and that of our partners, we will promote energy security for the United States and our partners, including through a range of energy supply and conservation strategies and technologies.

A discussion of performance for this Strategic Goal is addressed in the State Operations APP/APR.

STRATEGIC GOAL SIX

Advance U.S. interests and universal values through public diplomacy and programs that connect the United States and Americans to the world

- **Because today's most pressing foreign policy challenges require complex, multi-dimensional public engagement strategies to forge important bilateral, regional and global partnerships, public diplomacy has become an essential element of effective diplomacy.** To assure that our partnerships are durable, public diplomacy efforts, including State Department and USAID exchange programs and the work of our public affairs officers in the field, will seek to foster positive perceptions of the United States and sustain long-term relationships between Americans and our partners around the world based on mutual interest, mutual respect, and mutual responsibility. We will develop proactive outreach strategies to inform, inspire, and persuade audiences, counter violent extremism, connect Americans to counterparts abroad, empower women and girls around the world, and reach out through contemporary means by moving out from behind the podium and other traditional platforms to using new media and engagement tools.

A discussion of performance for this Strategic Goal is addressed in the State Operations APP/APR.

STRATEGIC GOAL SEVEN

Build a 21st century workforce; and achieve U.S. government operational and consular efficiency and effectiveness, transparency and accountability; and a secure U.S. government presence internationally.

- **The management platform supporting foreign policy will continue to evolve as the U.S. Government responds to expanding global challenges and emerging opportunities in an increasingly austere budget environment.** Our primary aims are to assist American citizens to travel, conduct business and live abroad securely; facilitate travel to and connections with the United States for foreign citizens; ensure a high-quality workforce with appropriate skill sets for today's global context, supported by modern, secure infrastructure and operational capabilities; provide strong operational support for mission programs, including access to local communities; and create the conditions for optimal effectiveness of implementing partners. Missions must assess how to reduce cost while maintaining or improving operations and focusing on strategic imperatives. Specific focus areas include implementing QDDR, including the QDDR's human resource reforms; expanding regionalization of administrative services; full adoption and improved use of the Collaborative Management Initiative and eServices data; fully consolidating the State-USAID management platform; making more effective use of the financial management Post Support Unit; developing cross-regional platforms to offshore work from some posts; and implementing cost-effective greening initiatives. USAID Missions are also expected to implement the reforms encompassed in USAID Forward, including but not limited to the areas of human resources, procurement, monitoring and evaluation of operational efficiency and impact, and application of science, technology and innovation.

A discussion of performance for this Strategic Goal is addressed in the State Operations APP/APR.

CROSS-CUTTING INDICATORS

As part of the Indicator Reengineering Process described in the introductory section of the APP/APR, cross-cutting indicators were created that were not associated with any single Program Area of the Foreign Assistance Standardized Program Structure. Select indicators for Gender Equality/Women's Empowerment in this section.

Gender

U.S. efforts to promote gender equality and women's empowerment cut across many sectors. The United States 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 seek to promote women's and men's leadership and participation. The United States supports gender integration of gender equality and female empowerment 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; these activities include efforts to mobilize men as allies in support of gender equality, women's participation and in combating gender-based violence. U.S. efforts also work to ensure that women's issues are fully integrated in the formulation and conduct of U.S. foreign policy. Funds include efforts to promote stability, peace, and development by empowering women politically, socially, and economically around the world.

In March 2012, Secretary Clinton issued *Policy Guidance on Promoting Gender Equality to Achieve our National Security and Foreign Policy Objectives* and the USAID Administrator released USAID's *Gender Equality and Female Empowerment Policy*. In addition, the United States recently released two strategies, one to strengthen conflict resolution and peace processes through the inclusion of women, and another to address gender-based violence around the world. Complementary in scope, these policies/strategies require that gender equality be incorporated into our policy development, strategic and budget planning, implementation of projects and activities, management and training, and monitoring and evaluation of results. To assist in planning and reporting, the Master Indicator List (MIL) was revised in 2011 to include seven Washington-designated, cross-cutting indicators that cover gender equality, women's empowerment, and gender-based violence; in 2012, two new indicators were added on Women, Peace, and Security, for a total of nine indicators. Two of these indicators are required for input into the APP/APR.

Equal Access to Social, Economic and Political Opportunities

This indicator measures changes in societal attitudes and norms about gender equality that may proxy for deeper structural changes in the social, political, and economic spheres. Gender equality and female empowerment are key to effective and sustainable development. A growing body of research demonstrates that societies with greater gender equality experience faster economic growth. They benefit from greater agricultural productivity and improved food security. Increasing girls' and women's education and access to resources improves health and education for the next generation. Empowering n to participate in and lead public and private institutions makes them more representative and effective.

This indicator is intended to gauge the effectiveness of U.S. efforts to promote gender equality by measuring changes in target population attitudes about whether men and women should have equal opportunities in social, political, and economic spheres. This indicator is particularly relevant to programs that seek to address or change social norms. Illustrative programs include those designed to raise broad awareness of human rights, programs that train journalists to report more responsibly on gender issues, education programs designed to change social norms and gender roles, programs designed to increase the political participation of women, youth development and empowerment, or behavior change in the health sector, among others. The data for this indicator is to be collected by survey at the beginning and end of any relevant U.S.-funded training or program. The unit of measure is a proportion, where the numerator is the number of persons in the target group whose scores on the equal opportunity survey have increased over time and the denominator is the total number of persons who participated in the relevant training/programming. Because this indicator only became required in 2012, no data is available for previous FYs and 2012 was instructed to be a year for setting targets.

Data for this indicator are collected by survey at the start of relevant U.S.-funded training/programming and at the end of the training/programming. The indicator is measured as the proportion of participants whose scores increased across time, where the numerator is the number of persons in the target group whose scores have increased and the denominator is the total number of participants in the relevant training/programming.

CROSS-CUTTING INDICATORS								
Program Area: Gender								
Performance Indicator: Proportion of Target Population Reporting Increased Agreement with the Concept that Males and Females should have Equal Access to Social, Economic, and Political Opportunities								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	N/A	N/A	N/A*	Data Not Available	N/A*	N/A*
Data Source: FY 2012 Performance Reports from Afghanistan, Armenia, Benin, Kazakhstan, Kenya, Somalia, Tajikistan, Uzbekistan, Vietnam, West Bank and Gaza, and USAID E3 Bureau, as reported in the Foreign Assistance Coordination and Tracking System.								
Data Quality: The questions used in the surveys have been validated in the World Values Survey, the AfroBarometer in Africa, and the Ibero-American surveys in Latin America. The OU's listed above will be conducting Data Quality Assessments (DQAs) in FY13 for the data to be collected for this indicator. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). *As this is a new indicator for FY 2012, there is no data to report yet. Further, the OU data provided for their FY 12-14 targets contained data errors as initially reported. USAID is working with the OUs so accurate data can be reported during the period in March 2013 when OUs can revise their PPRs.								

GBV Services

Gender-based violence (GBV) impacts both development and humanitarian assistance objectives and cuts across most technical sectors (e.g., health, education, democracy and governance, economic growth, and disaster response). This indicator captures the services supported by United States that are being delivered to male and female victims of abuse within and across countries. Gender-based violence is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. Examples of U.S.-supported services include legal, health, psycho-social, economic, shelters and hotlines.

This indicator will enable Operating Units (OUs) in Washington and the field to gain a basic but essential

understanding of the reach and scale of programs to address various types of services that are provided to male and female victims of abuse and assess whether interventions are adequately addressing identified needs within the country.

The FY 2012 target for this indicator was 2,115,759 while actual results were 1,888.460. Many OUs did not set targets for FY 2012 but report actual data, including Bangladesh, Bolivia, Burma, Ghana, Guatemala, Haiti, Pakistan, Rwanda, Vietnam and Zimbabwe. Deviations between FY 2012 targets and results were reported in Armenia, DRC, Kenya, Sri Lanka, and Tanzania. In Armenia, the deviation of 21 percent was due to the late start of the project. The overall target of 150 will be met, with a shift of one quarter, in 2013. No other OU provided an explanation for the deviations, but it appears that FY 2012 targets were not achieved because activities in many missions were delayed. The FY 2012 results are based on actual, new activities that got underway near the close of FY 2011.

CROSS-CUTTING INDICATORS								
Program Area: Gender								
Performance Indicator: Number of People Reached by a USG Funded Intervention Providing GBV Services (e.g., Health, Legal, Psycho-Social Counseling, Shelters, Hotlines, Other)								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	1,757,601	2,115,759	1,886,460	Below Target	765,284	782,967
Data Source: FY2012 Performance Reports from Armenia, Bangladesh, Democratic Republic of the Congo, Ethiopia, Kenya, Mexico, Sri Lanka, Tanzania, and USAID Democracy, Conflict and Humanitarian Assistance (DCHA). Data is collected and reported by implementing partners with programs in any sector (health, humanitarian, education, etc.) that are designed to raise awareness about or prevent gender-based violence.								
Data Quality: Performance data, verified using Data Quality Assessments (DQAs), must meet standards of validity, integrity, precision, reliability, and timeliness. Each OU must document the methodology used to conduct the DQAs. DQA and data source records are maintained in the Performance Management Plans; Missions certify via the Performance Plan and Report that a DQA has occurred within the last three years. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf). Limitations of this indicator data include that it cannot provide information about the quality of services and it doesn't lend itself well to cross program or country comparisons.								

Multilateral Coordination

United Nations Transparency and Accountability Initiative

The United States continued to work with agencies of the United Nations system to implement the eight goals of the U.S.-sponsored United Nations Transparency and Accountability Initiative (UNTAI) that is applied across the UN. The purpose of UNTAI is to improve UN Funds and Programs' performance by increasing the transparency and accuracy of information flow; enhancing operational efficiency and effectiveness; bolstering oversight and ethics systems; and strengthening financial management and governance.

The U.S. Government launched Phase I of UNTAI in 2007 for the purpose of extending reforms already in place at the UN Secretariat to the rest of the UN System. As a result of sustained and intensive diplomacy, the six organizations and programs (UNICEF, UNDP, UNFPA, UNEP, UN HABITAT, and UNIFEM (now UN Women)) have strengthened internal oversight and transparency, established ethics offices, made more information publicly available online, and updated financial systems.

In 2011, the United States launched UNTAI Phase II (UNTAI II) to target areas where member states can

increase oversight and accountability and ensure that contributions are utilized efficiently and effectively. Specifically, UNTAI-II seeks to make reforms in the following areas: (1) effective oversight arrangements; (2) independent internal evaluation function; (3) independent and effective ethics function; (4) credible whistleblower protections; (5) conflicts of interest program; (6) effective and transparent procurement; (7) enterprise risk management; and (8) transparent financial management.

The U.S. Government evaluates progress annually. Assessments are performed for six of the organizations and programs funded through the IO&P account, including UNICEF, UNDP, UNFPA, UNEP, UN HABITAT, and UN Women. Funding for these six organizations makes up roughly 75 percent of the account, so the majority of funding from the IO&P account is contributed to major UN organizations.

The indicator reflects progress on important managerial aspects of those organizations as rated by the USG UNTAI II annual assessment. The annual assessment reports on 8 accountability goals based on the achievement of specific benchmarks using a 5-point scale. We had expected the FY 2011 scores of these six organizations to fall according to a normal distribution curve, but all organizations received scores of 3 or above.

The deadline for submission of the FY 2012 UNTAI II reports, upon which this indicator is based, has been delayed until February 15, 2013. We expect that all organizations will again receive ratings of 3 or above and recommend modification, replacement, or termination of the indicator for future years.

CROSS-CUTTING INDICATORS								
Program Area: Multilateral Coordination								
Performance Indicator: Percent of Major UN Organizations Funded by the IO&P Account that have Overall Accountability Ratings of at least 3 out of 5 on the United Nations Transparency and Accountability Initiative Phase II (UNTAI II) Annual Assessment								
FY 2008 Results	FY 2009 Results	FY 2010 Results	FY 2011 Results	FY 2012 Target	FY 2012 Results	FY 2012 Rating	FY 2013 Target	FY 2014 Target
N/A	N/A	N/A	100%	100%	100% (Est.)	Data Not Available	100%	100%
Data Source: Annual UNTAI II Assessment Reports, which rate organizations against benchmarks.								
Data Quality: Performance data reported by Missions for international organizations will be review and validated by responsible officers in the IO Bureau. A second level review for accuracy and consistency of rating determinations will be conducted by a lead officer.								

Cross-Agency Priority Goals

Per the GPRA Modernization Act, 31 U.S.C. 1115(b)(10), requirement to address Federal Goals in the Strategic Plan and Annual Performance Plan, please refer to www.performance.gov for information on Federal Priority Goals and the agencies' contributions to those goals, where applicable. The Department of State and USAID currently contribute to the following CAP Goals: Closing Skills Gap, Exports, Cybersecurity, Sustainability, Real Property, Improper Payments, Data Center Consolidation, and Strategic Sourcing.

State-USAID Agency Priority Goals

Under the leadership of Secretary Clinton and Administrator Shah, the Department of State and USAID developed a new strategic approach to accomplishing their shared mission, focusing on robust diplomacy and development as central components to address global challenges. State and USAID submitted eight outcome-focused Agency Priority Goals (APGs) that reflect the Secretary and the USAID Administrator's

highest priorities. These near-term goals advance the Joint Strategic Goals, reflect USAID and State strategic and budget priorities, and will continue to be of particular focus for the two agencies through FY 2013. In FY 2014, the Department and USAID will develop new APGs that are outcome-based goals that reflect the Secretary and Administrator's highest priorities through FY 2015.

In addition to quarterly reporting to OMB on the status of meeting key milestones and performance targets for each APG, the GPRA Modernization Act requires that APG goal owners meet with senior agency leadership to assess performance data, discuss successes and challenges, and identify any actions necessary to ensure goal achievement. A process has been developed for conducting joint data-driven reviews for State-USAID APGs that brings together goal leaders with the Deputy Secretary of State and the USAID Assistant Administrator. Goal owners are assisted in the preparation of presentation materials with feedback from the State and USAID Performance Improvement Officers as well as by a support team comprised of staff from the Department's Office of U.S. Foreign Assistance Resources and the Bureau of Budget and Planning, and USAID's Bureau for Management, Office of Management Policy, Budget, and Performance.

The APGs are listed below under the applicable joint Department of State-USAID Strategic Goal. A more comprehensive table is featured in both the State Operations and the Foreign Assistance volumes of the CBJ. Currently, there are no APGs reflected for Strategic Goals 1, 4 and 6.

Agency Priority Goal	Goals
Strategic Goal 2: Effectively manage transitions in the frontline states.	
Afghanistan	**Goal:** With mutual accountability, assistance from the United States and the international community will continue to help improve the Government of the Islamic Republic of Afghanistan's (GIRoA) capacity to meet its goals and maintain stability. Bonn Conference commitments call on GIRoA to transition to a sustainable economy, namely improve revenue collection, increase the pace of economic reform, and instill a greater sense of accountability and transparency in all government operations. These efforts will strengthen Afghanistan's ability to maintain stability and development gains through transition. By September 30, 2013, U.S. Government assistance delivered will help the Afghan government increase the level of domestic revenue from sources such as customs and electrical tariffs from 10 percent to 12 percent of gross domestic product.
Strategic Goal 3: Expand and sustain the ranks of prosperous, stable and democratic states by promoting effective, accountable, democratic governance; respect for human rights; sustainable, broad-based economic growth; and well-being.	
Democracy, Good Governance, and Human Rights	**Goal:** Advance progress toward sustained and consolidated democratic transitions in Egypt, Jordan, Lebanon, Morocco, Tunisia, Libya, Bahrain, Yemen, Iran, Syria, and West Bank/Gaza. By September 30, 2013, support continued progress toward or lay the foundations for transitions to accountable electoral democracies in 11 countries in the Middle East and North Africa (MENA) that respect civil and political liberties and human rights.
Climate Change	**Goal:** Advance low emissions climate resilient development. Lay the groundwork for climate-resilient development, increased private sector investment in a low carbon economy, and meaningful reductions in national emissions trajectories through 2020 and the longer term. By the end of 2013, U.S. assistance to support the development and implementation of Low Emission Development Strategies (LEDS) will reach 20 countries (from a baseline of 0 in 2010). This assistance will be strategically targeted and will result in strengthened

Agency Priority Goal	Goals
	capacity for and measureable progress on developing and implementing LEDS by the end of the following year.
Food Security	**Goal:** Increase food security in Feed the Future (FTF) initiative countries in order to reduce prevalence of poverty and malnutrition. By the end of FY 2013, agricultural profitability will improve, on average, by 15% among FTF beneficiary farmers, and one million children under age 2 will experience improved nutrition due to increased access to and utilization of nutritious foods (prevalence of receiving a minimum acceptable diet).
Global Health	**Goal:** By September 30, 2013, the Global Health Initiative (GHI) will support the creation of an AIDS-free generation, save the lives of mothers and children, and protect communities from infectious diseases by: a) decreasing incidence of HIV infections in the President's Emergency Plan for AIDS Relief (PEPFAR)-supported sub-Saharan African countries by more than 20 percent; b) reducing the all-cause mortality rate for children under five by 4 deaths/1,000 live births in USAID priority countries; c) increasing the percent of births attended by a skilled doctor, nurse, or midwife by 2.1 percent in USAID priority countries; and d) increasing the number of people no longer at risk for lymphatic filariasis (in the target population) from 7.7 million to 63.7 million in USAID-assisted countries.
Strategic Goal 5: Support American prosperity through economic diplomacy.	
Economic Statecraft	**Goal:** Through our more than 200 diplomatic missions overseas, the Department of State will promote U.S. exports in order to help create opportunities for U.S. businesses. By September 30, 2013, our diplomatic missions overseas will increase the number of market-oriented economic and commercial policy activities and accomplishments by 15 percent.
Strategic Goal 7: Build a 21ˢᵗ Century workforce; and achieve U.S. Government operational and consular efficiency and effectiveness, transparency and accountability; and a secure US government presence internationally.	
Management	**Goal:** Strengthen diplomacy and development by leading through civilian power. By September 30, 2013, the State Department and USAID will reduce vacancies in high priority positions overseas to 0% and 10 % respectively and will reduce instances of employees not meeting language standards to 24% and 10% respectively.
Procurement Management/Local Development Partners	**Goal:** Strengthen local civil society and private sector capacity to improve aid effectiveness and sustainability, by working closely with our implementing partners on capacity building and local grant and contract allocations. By September 30, 2013, USAID will expand local development partners from 746 to 1200.

Management Accomplishments and Challenges

Attaining the conditions abroad that ensure American security and prosperity at home demands responsible management of U.S. diplomacy and development efforts. This section presents selected accomplishments and key management challenges of the Department of State and USAID for FY 2012. The achievements highlighted here reflect significant efforts to improve the way both agencies administer resources, deliver services, and manage for results. Challenges identified by the Inspector General of each agency and the U.S. Government Accountability Office (GAO) denote management and performance issues that the Department and USAID take seriously and are actively committed to resolving. In the

years ahead, the Department and USAID will continue to strengthen their accountability and capacity to deliver results consistent with the recommendations of the Quadrennial Diplomacy and Development Review.

USAID Management Accomplishments

The Agency is undertaking a number of initiatives to maximize the development impact of its assistance programs per dollar spent. The recently implemented Phoenix financial system provides USAID with detailed cost information that allows it to track accurately the relative cost of its programs. The Phoenix system is also providing the data to help the Agency comply with the President's Open Government Initiative. The Department of State, USAID, and the Millennium Challenge Corporation (MCC) recently began publishing foreign assistance budget and spending data on the public Foreign Assistance Dashboard, which is driving the U.S. Government to become a leader in aid transparency. USAID plans to build on this success and continue to improve the way that the Agency's financial information is managed, shared and reported.

A key USAID priority is USAID Forward, an initiative aimed at changing the way the Agency does business in order to more effectively achieve high impact development while making the best use of limited resources. From attracting and retaining talented Agency staff to creating new monitoring and evaluation systems and revitalizing our policy, financial, and technical expertise, USAID is strengthening its core capacity to achieve broader and deeper development results while reducing costs. The Agency met its Talent Management targets of 85 percent fill rates for Critical Priority Countries without the use of directed assignments.

Under USAID Forward, the Implementation and Procurement Reform Initiative focuses on improving how it does business—contracting with and providing grants to more and varied local partners, and forging partnerships to create the conditions where assistance is no longer necessary in the countries where USAID works. In 2012, the Agency made an estimated 608 new awards to local partners from 33 missions.

USAID Management Challenges

Every year, USAID's Office of Inspector General (OIG) identifies management challenges that affect the ability of the Agency to deliver foreign assistance. The FY 2012 challenges relate to working in high threat environments, performance management and reporting, sustainability, implementation and procurement reform, management of information technology, and audits of U.S. based for-profit entities. The Agency takes immediate remedial actions in response to OIG recommendations. See pages 131-145 of the FY 2012 USAID Agency Financial Report for a full description of the OIG's identified challenges and the Agency's responses to them. http://transition.usaid.gov/performance/afr/afr12.pdf.

Department of State Management Accomplishments

The Department won the 2012 Archivist's Achievement Award for innovative and cost-effective use of technology for a records management tool that will be adopted as a best practice in the U.S. Government. The Department leveraged the technology with a dynamic website that received over 3,000 online Freedom of Information Act (FOIA) requests, posted nearly 3,500 declassified documents, and hosted over 1,000 visitors daily (over 350,000 annually). The Department declassified nearly three million pages of permanent historical records covering U.S. foreign policy, and declassified and released over 100,000 pages in response to FOIA requests.

Department of State Management Challenges

In FY 2012, the Department's Office of the Inspector General (OIG) identified challenges in the areas of: protection of people and facilities; contract and procurement management; information security and information management; financial management; military to civilian-led presence in Iraq and Afghanistan; foreign assistance coordination and oversight; diplomacy with fewer resources; public diplomacy; effective embassy leadership; consular operations. The Department promptly takes corrective actions in response to OIG finding and recommendations. Information on corrective actions taken and remaining can be found on pages 156-168 of the Department of State's FY 2012 Agency Financial Report at the following website http://www.state.gov/documents/organization/200506.pdf.