

United States Department of State

United States Agency for International Development

FY 2015 Annual Performance Report

FY 2017 Annual Performance Plan



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Introduction

The FY 2017 Annual Performance Plan (APP) and FY 2015 Annual Performance Report (APR) for the U.S. Department of State and the U.S. Agency for International Development (USAID) presents a description of the work conducted by the Department and USAID to achieve the strategic objectives and Agency Priority Goals (APGs) articulated in the [FY 2014 – FY 2017 Joint Strategic Plan](#) (JSP).

Department and Agency Overview

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

- Promoting peace and stability in regions of vital interest;
- Countering the Islamic State in Iraq and the Levant (ISIL);
- Supporting key personnel to carry out the Departments' mission;
- Enhancing U.S. national security via public diplomacy by influencing foreign publics and strengthening people-to-people relationships;
- Creating jobs at home by opening markets abroad;
- Helping developing nations establish investment and export opportunities; and
- Bringing nations and people together and forging partnerships to address global challenges, such as climate change and resource scarcity, nuclear proliferation, terrorism, gender inequality, human trafficking, the spread of communicable diseases, cross-border pollution, humanitarian crises, nuclear smuggling, and narcotics trafficking.

The U.S. Agency for International Development (USAID) is an independent federal agency that receives overall foreign policy guidance from the Secretary of State. In 1961, Congress passed the Foreign Assistance Act to administer long-range economic and humanitarian assistance to developing countries. Two months after passage of the act, President John F. Kennedy established USAID. USAID's mission is to partner to end extreme poverty and promote resilient, democratic societies while advancing security and prosperity. The Agency accelerates human progress in developing countries by:

- Promoting broadly shared [economic prosperity](#);
- Strengthening [democracy and good governance](#) and protecting [human rights](#);



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- Improving [global health](#);
- Advancing [food security and agriculture](#);
- Improving [environmental sustainability](#);
- Furthering [education](#); and
- Helping societies [prevent and recover from conflicts](#) and providing [humanitarian assistance](#) in the wake of natural and man-made disasters.

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

Organizational Structure

Department of State: The Foreign Service and Civil Service employees in the Department of State and U.S. missions abroad represent the American people. They work together to achieve the goals and implement the initiatives of American foreign policy. The Department operates more than 275 embassies, consulates, and other posts worldwide staffed by over 49,000 Locally Employed Staff (which includes Foreign Service Nationals) and almost 19,000 Foreign Service employees. In each embassy, the Chief of Mission (usually an ambassador appointed by the President) is responsible for executing U.S. foreign policy goals and for coordinating and managing all U.S. government functions in the host country. A Civil Service corps of roughly 12,000 employees provides continuity and expertise in performing all aspects of the Department's mission. The Department's mission is supported through its regional, functional, and management bureaus and offices. The regional bureaus, each of which is responsible for a specific geographic region of the world, work in conjunction with subject matter experts from other bureaus and offices to develop policies and implement programs that achieve the Department's goals and foreign policy priorities. These bureaus and offices provide policy guidance, program management, administrative support, and in-depth expertise.

USAID: USAID staff are working around the world and at home inspired by the same overarching goals that President Kennedy outlined 50 years ago – furthering America's foreign policy interests in expanding democracy and free markets while also extending a helping hand to people struggling to make a better life, recovering from a disaster, or striving to live in a free and democratic country. With an official presence in 87 countries and programs in several other non-presence countries, the Agency's mission is supported by more than 2,099 career Foreign Service employees and 1,700 in the Civil Service. Additional support comes from nearly 4,498 Foreign Service Nationals, and approximately 1,485 other employees.

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

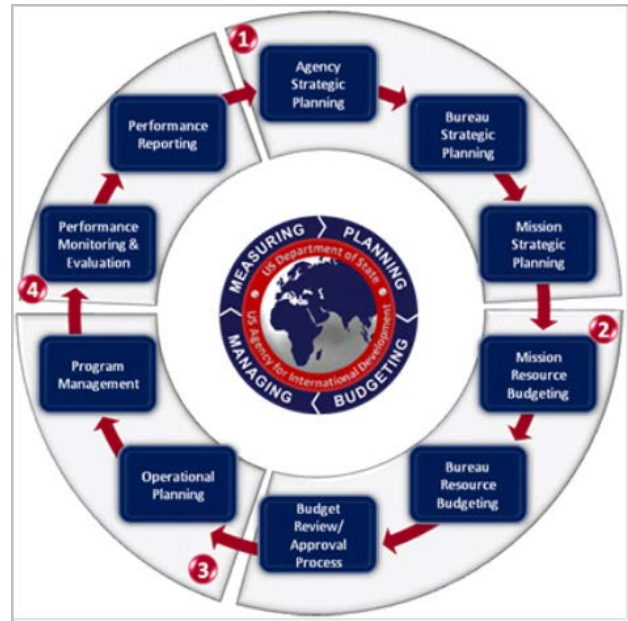


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Approach to Strategic Planning and Performance Management

Performance Management

State and USAID have modified their approach to the annual planning, budgeting and performance management cycle since 2010 to create important feedback loops between strategic planning, budgeting, program management, and monitoring and evaluation that maximize the impact of Department of State and USAID resources. The *Managing for Results Framework* is designed to link the Department of State's strategic, longer-term planning with budget formulation; to institutionalize the use of evidence into planning, program and project design, and good performance management practices; to nurture innovation and adaptation; to prioritize resources; and to better inform taxpayers and Congress of progress in carrying out the Department's mission.



The 2015 Quadrennial Diplomacy and Development Review (QDDR) calls for further enhancements to strategic planning and performance management. Specifically, the QDDR highlights State and USAID efforts since the prior QDDR on improving strategic planning, aligning budgeting and planning, and improving monitoring and evaluation and calls for the Department and USAID to:

- Strengthen information-sharing and collaboration
- Institute senior-level bureau and mission reviews
- Deepen expertise in planning and performance management
- Advance adaptive planning and assistance

USAID's Program Cycle reinforces the links between USAID



USAID Program Cycle

policies and strategies, country-level strategic planning, project design and implementation, and performance monitoring and evaluation. USAID's Program Cycle sets the foundational framework for evidence-based development to enable more effective interventions and to maximize development impacts. It allows 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 strategic and evidence-based approach to justifying resources and serves as the basis for a more integrated budget cycle, enabling resource decisions to be built around strategic

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plans and priorities and performance and evaluation data. The Program Cycle emphasizes best practices, or “evidence-based” programming to ensure highest impact and sustainability.

Strategic Planning

The Department of State is committed to using strategic planning to achieve the most critical U.S. foreign policy outcomes and greater accountability to our primary stakeholders and the American people. Robust, coordinated strategic planning processes are an essential component of the Managing for Results Framework and serve as the basis for the Mission Resource Requests and the Bureau Resource Requests, which are foundational documents used to begin the process of building the Department of State and USAID’s Congressional Budget Justifications. Bureau and mission strategic plans are completed separately from the annual budget process to encourage longer-term strategic thinking, and enable budgets to be guided and informed by strategies. It also recognizes the broader interagency scope of the planning process. Planning also creates a framework against which the agencies can monitor progress and measure results, drive policy decisions, ensure accountability, and foster greater whole-of-government coordination, collaboration, and transparency. In 2015, the Department and USAID updated regional and functional bureau and country-specific strategic plans that were created in 2012.

The Department’s and USAID’s strategic planning documents include the following:

- The Joint Strategic Plan (JSP) – Four-year strategic plan that outlines Department of State and USAID overarching goals and objectives, and guides bureau and mission planning.
- The Joint Regional Strategy (JRS) – Three-year strategic plan for each region that sets joint State and USAID priorities and guides key partner bureau and mission level planning.
- The Functional Bureau Strategy (FBS) – Three-year strategic plan that sets priorities for each State functional bureau and guides key partner bureau and mission level planning.
- The Integrated County Strategy (ICS) – Three-year strategic plan that articulates whole-of-government priorities in a given country and incorporates higher-level planning priorities. As directed by the Presidential Policy Directive on Security Sector Assistance, the ICS also represents the official U.S. Government strategy for all Security Sector Assistance in its respective countries. Additionally, and in line with the whole-of-government scope of each ICS, each USAID mission’s Country Development Cooperation Strategy is nested within the ICS.

Mission Statement, Strategic Goals and Objectives

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

In FY 2014, the Department of State and USAID developed the 2014 - 2017 Joint Department of State – USAID Strategic Plan through a consultative process involving the senior leadership of the two agencies. Their



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deliberations, shaped by Presidential directives and policies, previous strategic planning efforts, and the QDDR, produced the strategic goals and strategic objectives for the next four years. Working groups took these goals and objectives and identified programs and activities designed to achieve them. For more information on the Joint Strategic Plan, please visit <http://www.state.gov/s/d/rm/rls/dosstrat/2014/index.htm>. The following chart provides an overview of the Department of State – USAID Joint Strategic Goal Framework, which highlights the Department’s strategic goals and strategic objectives.

State-USAID Joint Strategic Goal Framework



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Progress Update for Strategic Goals and Objectives

The Department of State and USAID review progress against the 13 strategic objectives in the JSP through various ongoing fora throughout the year and continue to leverage planning, performance, evaluation, and budgeting processes to strengthen the use of data and evidence to inform decisions. This review fosters a culture of continuous review and improvement. The 2015 Summary of Findings outlines several of these fora, and provides a progress update on the strategic objectives and performance goals.

Major Management Priorities and Challenges

Every year, Inspectors General for the Department of State and USAID identify management challenges that impact the ability of the Department and USAID to effectively engage diplomatically or to deliver foreign assistance. The Department and USAID take immediate remedial actions in response to the Office of the Inspector General's (OIG) recommendations.

For a full description of the OIG's identified challenges and the responses to them, please see:

- Department of State, see pages 118-127 of the Fiscal Year 2015 Agency Financial Report (AFR) ([FY 2015 Department of State Agency Financial Report](#))
- USAID, see pages 129-140 of the Fiscal Year 2015 USAID Agency Financial Report ([FY 2015 USAID Agency Financial Report](#))

Strategic Goal 5, Objective 5.1 outlines USAID and the Department of State's management priority areas. At USAID, Angelique M. Crumbly, the Assistant Administrator for Management and Performance Improvement Officer, is the agency official responsible for delivering greater impact through innovation, increasing effectiveness and efficiency, and better customer service. At the Department of State, Douglas Pitkin, Director of the Bureau of Budget and Planning serves as the Performance Improvement Officer.

Evidence Building

The Department of State and USAID continue efforts to strengthen the use of data and evidence to drive better decision-making and achieve greater impact. The Department of State and USAID use evidence, evaluation, and data as tools to improve program outcomes and scale up new approaches that have been tested and shown to work. Ongoing performance monitoring data provide a picture of how the Department and USAID programs are doing, and both organizations employ deeper analysis and program evaluation to understand "why" or "what" about them is working. Please refer to the following publications for additional information on the Department of State and USAID's use of evidence and evaluation:

- [Congressional Budget Justification Appendix 1: Department of State Diplomatic Engagement](#), pages 11-13
- [Congressional Budget Justification Appendix 2: Foreign Operations](#), pages 1-8



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In 2015, USAID finalized the [Evaluation Utilization at USAID](#) study and [brief](#). The Agency analyzed the most recent data available, which was from 2011 to 2014. USAID also reviewed evaluation characteristics and the Agency's business processes that most clearly fostered or impeded evaluation use. At several stages during the USAID Program Cycle, evaluation use was evident. At the country level, 59 percent of approved strategies referenced USAID evaluations; and 71 percent of respondents reported using evaluations to design or modify a USAID project or activity. USAID found the most common changes were actions that refocus ongoing activities, such as revisions to work plans, extending activity timelines, or expanding activity geographic areas. The study concluded that USAID evaluation utilization practices are strong, and compare well to those of other US Government agencies. The [Congressional Budget Justification Appendix 2: Foreign Operations](#) also demonstrates USAID's and the Department of State's use of evidence in management decision making.

Data Quality and Validation

The Department of State and USAID obtain and use performance data from three sources: (1) primary collection in which data are collected directly by the Department or USAID or a collection funded by the Department or USAID, (2) partner data compiled by Department and USAID implementing partners in the field, and (3) third-party data from sources such as other government agencies, non-governmental organizations, or other development organizations. Tools and resources are provided for bureaus and field missions to assess and verify the quality of primary and partner data against the standards of validity, integrity, precision, reliability, and timeliness.

- An example of the Data Quality Assessment checklist is provided in Annex II.
- Performance indicators used in the field have associated Indicator Reference Sheets that fully define and describe the appropriate use of the indicator.
- The Automated Directives System Chapter 203.3.11.2 (<http://www.usaid.gov/ads/200/203>) provides additional details on data verification and validation policies for USAID. For each key performance indicator in the APP/APR, there is an associated Indicator Methodology section that notes the data source and any data limitations.

Lower-Priority Program Activities

The President's Budget identified the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b) (1). The public can access the volume at: <http://www.whitehouse.gov/omb/budget/>.

Federal Cross-Agency Priority Goals

The GPRA Modernization Act requires agencies to address Cross Agency Priority (CAP) goals in the agency strategic plan, the annual performance plan, and the annual performance report. CAP Goals are a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies. Please refer to www.Performance.gov for State and



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USAID's contributions to these goals and progress, where applicable. The Department of State and USAID currently contribute to, or own, the following CAP goals:

Cybersecurity

Improve cybersecurity performance through ongoing awareness of information security, vulnerabilities, and threats impacting the operating information environment, ensuring that only authorized users have access to resources and information; and the implementation of technologies and processes that reduce the risk of malware.

- State required personal identity verification or Level 4 Authentication for all users to access the State Department network.
- In FY 2015, USAID applied strong authentication standards to 100 percent of its privileged users and continues to increase strong authentication standards for other users.

Climate Change

More than double Federal government consumption of electricity from renewable sources to 20% by 2020 and improve energy efficiency at Federal facilities as part of the wider strategy to reduce the Federal Government's direct greenhouse gas emissions by 40 percent by 2025 (2008 baseline).

- State submitted its Agency Sustainability Plan and Annual Climate Change Adaptation and Resilience Plan to the Federal goal leads.
- In July 2015, USAID submitted its Agency Annual Sustainability Plan to the federal goal leads. Also, in South Africa, USAID installed approximately 1,400 solar panels to generate clean electricity while reducing power demand on the grid.

Insider Threat and Security Clearance

Mitigate the inherent risks and vulnerabilities posed by personnel with trusted access to government information, facilities, systems, and other personnel.

- State continued development of the Continuous Evaluation program, automated the required record check and interview determination capability of an upcoming application in accordance with the Federal Investigation Standards, and established an implementation plan for five-year periodic reinvestigation of Secret clearances and Public Trust certifications.
- USAID completed Special Agent Training for all field agents in FY 2015, and initiated development of IT capabilities for detecting falsification.

Job-Creating Investment

Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment, spurring job growth.



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- State expanded Embassy website business tabs to include a robust page on “Doing Business in the USA,” including information on promoting SelectUSA, outlining the services it can provide, and links to the main SelectUSA website (see <http://selectusa.commerce.gov/resources.html>).
- State served as the lead on managing outreach for the over 50 U.S. Chiefs of Mission who led business delegations to the 2015 SelectUSA Summit. Along with arranging press, State captured video of eleven Chief of Mission for Posts in target markets, empowering them to use the footage in their host country markets.

Effectiveness: Customer Service

Deliver world-class customer services to citizens by making it faster and easier for individuals and businesses to complete transactions and have a positive experience with government.

- State participated in a Premier (Passport) Acceptance Facility pilot. According to analysis, the top two customer preferences are walk-in availability and extended hours during week nights and weekends.
- USAID’s 2015 Management Support Services Customer Survey gathered input on 14 operating units providing management services to USAID staff. Responses indicate 60 percent of those utilizing services have their needs met, a 4 percentage point increase from the 2014 survey.

Efficiency: Strategic Sourcing

Expand the use of high-quality, high-value strategic sourcing solutions in order to improve the government’s buying power and reduce contract duplication.

- A State Department-wide working group addressed enterprise software licensing across several software publishers. In addition, State supported the implementation and further adoption of government-wide solutions for office supplies and small package shipping.
- In FY 2015, USAID utilized GSA Schedules to meet Agency procurement needs for commercial supplies. Utilizing the schedules enables USAID to ensure that vendors provide fair and reasonable pricing while maintaining compliance with federal procurement regulations and environmental and socioeconomic requirements.

Efficiency: Benchmark and Improve Mission-Support Operations

Improve administrative efficiency and increase the adoption of effective management practices by establishing cost and quality benchmarks of mission-support operations and giving agency decision-makers better data to compare options, allocate resources, and improve processes.

- According to the General Service Administration’s (GSA) customer satisfaction survey, State received a ranking of four out of 23 agencies in the area of financial management after receiving ratings noticeably higher than the government average in all four financial management areas. In addition, State was identified as a low cost/high satisfaction acquisition organization.



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- USAID remained one of the top four agencies for the rate that it generates multiple proposals for competitive procurements, ranking in third place in FY 2014, the most recent year for which data are available. Only 6.2 percent of competitive procurements received one bid in FY 2014, an improvement of 1.2 percentage points from the previous year (FY 2013, 7.4 percent).

Economic Growth: Open Data

Fuel entrepreneurship and innovation and improve government efficiency and effectiveness by unlocking the value of government data and adopting management approaches that promote interoperability and openness of this data.

- State worked on assessing and revamping the Department's Open Data practices to ensure that the principles and guidance of the Open Data initiative are executed when developing applications and systems and are aligned to the Department's Enterprise Data Quality Initiative and other data-related frameworks.
- Since releasing its Open Data policy in October 2014, USAID has briefed over 100 implementing partners on open data requirements, along with over 100 USAID Data Stewards across nearly 80 operating units worldwide. In April 2015, USAID sponsored its first ever open data hackathon where analysts and subject matter experts collaborated to generate new, data-driven insights on criminal activity in Latin America.

People and Culture

Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.

- State worked on developing a database to facilitate the hiring of returning Eligible Family Members (EFM) with non-competitive eligibility and Civil Service reinstatement-eligible EFMS into Civil Service positions. The Department also implemented a new assessment tool for informing the leadership selection process.
- For USAID's FY 2015 update, see the section below on Employee Engagement.

Employee Engagement

The Department of State and USAID value an inclusive work environment, one where the Agency learns from every member of its team and fosters his or her active engagement. USAID recognizes the relationship between employee engagement and mission performance. In support of the People and Culture CAP goal, the Agency is committed to achieving an Employee Engagement Index score of 67 percent on the FY 2016 Federal Employee Viewpoint Survey (FEVS). In 2015, USAID's Employee Engagement Index score was 66.6 percent, increasing from 63.7 percent in 2014 and nearly achieving the target.

For several years, USAID senior leadership utilized a different index, the New IQ, which was renamed the Leadership Effectiveness Index (LEI), to assess Employee Engagement improvements throughout the



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Agency. Based on its LEI results, each bureau and independent office across Washington has created action plans for the past two years. The Agency is also encouraging overseas missions to develop action plans for internal use. Our leaders in Washington are held accountable for progress made on action plans and their LEI scores. Our Center for Performance Excellence is adding progress on the LEI as part of the performance evaluation process for senior leaders throughout the Agency.

USAID rose above the FEVS Federal Government average of 58.1 percent, and increased its FEVS score from 56.3 percent in 2014 to 60.4 percent in 2015. This was the sixth largest increase of 23 mid-size agencies between 2014 and 2015. USAID also improved in 11 Best Places to Work categories, including seven categories by five percentage points or more.

In the *2015 Best Places to Work in the Federal Government* rankings, the Department of State tied for third overall among 19 large federal agencies. The Department scored especially high (second) in the areas of innovation and strategic management. Positive feedback from employees has placed the agency in the top three for the past two years, and in the top five for the past four years. The Best Places to Work rankings – which reflect federal employee satisfaction and commitment -- are based on responses from federal workers in the FEVS. Department leadership pays close attention to the Federal Employee Viewpoint Survey, as an indication of efficiency and effectiveness. State continues to analyze its FY 2015 Federal Employee Survey data and share the results broadly with bureaus, focusing on indices such as Employee Engagement and the New Inclusion Quotient – which measures openness, fairness, cooperation, support, and empowerment in work units. For the 2016 iteration of the survey, the Department is working with the Office of Personnel Management (OPM) to enhance its reporting capabilities so that we can empower missions abroad with FEVS data and continue to decentralize accountability for employee engagement in the agency.

The Employee Engagement Score is a key measure in the President’s Management Agenda, and the Department takes its role in increasing employee engagement very seriously. To create a culture of engagement, the Department has a number of initiatives underway to: increase senior leadership visibility and engagement with the workforce; equip supervisors with the knowledge and skills to manage a 21st century workforce; increase meaningful communication between supervisors and employees; increase the number of and participation in employee support and alternative work programs that supports work life balance; and provide career development opportunities that maximize workforce talent. An example of a successful employee engagement initiative is the Department’s Emergency Back Up Care service, which has enhanced productivity and minimized absenteeism by providing emergency dependent care services for Department employees. With 1,934 uses in 2015 and 1,487 days of saved leave, this service is clearly meeting a need for State Department employees.

Agency Priority Goals

Per the GPRA Modernization Act requirement, the Department of State and USAID identified five Agency Priority Goals (APGs) for FY 2014 – FY 2015 in the following areas:

- Food Security
By September 30, 2015, increase the number of farmers and others who have applied new technologies or management practices to 8 million, from a corrected base of 5 million in 2012.



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- **Global Health**
By September 30, 2015, U.S. assistance to end preventable child and maternal deaths will contribute to reductions in under-five mortality in 24 maternal and child health U.S. government-priority countries by four deaths per 1,000 live births as compared to a 2013 baseline.
- **Procurement Reform**
By September 30, 2015, USAID will reduce procurement administrative lead time (PALT) by 40 percent from the 2009 baseline of 513 calendar days, increase the percentage of program funding going directly to local partners to 30 percent, and meet or exceed the prime contract acquisition dollars obligated to U.S. small businesses worldwide by 10 percent from the FY 2013 baseline of 8.2 percent.
- **Climate Change**
By September 30, 2015, U.S. bilateral assistance under Low Emission Development Strategies (LEDS) will reach at least 25 countries (from the previous baseline of 22 countries) and will result in the achievement of at least 45 major individual country milestones, each reflecting a significant, measureable improvement in that country's development or implementation of LEDS. Also by the end of 2015, at least 1,200 additional developing country government officials and practitioners (from a baseline of 0) will strengthen their LEDS capacity through participation in the LEDS Global Partnership and that capacity will be meaningfully applied in at least 25 countries (from a baseline of 0).
- **Consular Service Delivery**
Through September 30, 2015, maintain a 99 percent rate of all passport applications processed within the targeted timeframe and ensure 80 percent of nonimmigrant visa applicants are interviewed within three weeks of the date of application.

All of the FY 2014 – FY 2015 APGs, with the exception of Procurement Reform, will continue in the FY 2016 – FY 2017 APG cycle under revised APG action plans. The Department of State and USAID have identified an additional APG – Outreach to U.S. Business – to replace Procurement Reform:

- Food Security
- Global Health
- Climate Change
- Consular Service Delivery
- Outreach to U.S. Business

The tables in the following pages provide additional information on each FY 2016 – FY 2017 APG. Please refer to www.Performance.gov for more information, including the latest quarterly progress update, on each APG.



Food Security

Agency Priority Goal FY 2016–2017: Increase food security in Feed the Future initiative countries. By September 30, 2017, 10 out of 19 Feed the Future-focus countries will exhibit reductions of 10 percent or greater in the prevalence of poverty or stunting in their zones of influence, compared to the 2011-2012 baseline study results.

Agency Priority Goal Overview:

Nearly 800 million people in the world suffer from chronic hunger; the vast majority live in developing countries. In addition, the world's population is projected to increase to nine billion by 2050. This population increase and changes in diets will require at least a 60 percent increase in global food production, without adversely affecting the environment. Investments in global agriculture and nutrition are the key to addressing these issues.

Improving food security has risen to prominence as a global development goal in recent years due to factors such as food price spikes, increasing poverty rates, and social unrest related to poverty and hunger. To address this challenge, President Barack Obama called upon global leaders in 2009 at the G-8 L'Aquila Summit to unlock the potential of agricultural development as the key to reducing hunger, extreme poverty and malnutrition. President Obama's leadership at L'Aquila helped spur commitments from other donors, totaling more than \$22 billion, as well as new and expanded financial commitments in host countries.

Feed the Future emerged from this commitment as the center of U.S. Government efforts to end global hunger, poverty and malnutrition. Led by USAID, Feed the Future leverages the expertise and programs of 10 additional U.S. Government departments and agencies to work in partnership with host-country governments, businesses, smallholder farmers, research institutions and civil society organizations to promote a comprehensive approach to global food security and nutrition. With an emphasis on smallholder farmers, particularly women, Feed the Future aims to reduce the prevalence of poverty and the prevalence of stunted children under five years of age by an average of 20 percent, in the areas where USAID works.

Feed the Future will continue to support the U.S. Government's aim to promote inclusive economic growth, reduce extreme poverty, and improve food security, as outlined in the State Department-USAID Joint Strategic Plan and the Quadrennial Diplomacy and Development Review. The momentum created by President Obama's commitment at L'Aquila has helped inspire a series of related development efforts centered on inclusive, collective global action. For example, it helped pave the way for the 2010 establishment of the Global Agriculture and Food Security Program, an innovative multi-donor trust fund that to date has allocated about \$1.4 billion to 25 low-income countries to help boost agricultural productivity.

And in 2012, recognizing the critical role of the private sector in sustainable agricultural transformation, President Obama, African leaders and other G-8 members announced the New Alliance for Food Security and Nutrition to significantly expand responsible private-sector investment in African agriculture and nutrition. National governments made specific policy commitments to improve the enabling environment for responsible private sector investment. As a result, more than 200 global and African companies have committed to invest \$10.2 billion to benefit 8.7 million smallholders through sourcing or services.

Collectively, these and other efforts are reducing hunger and poverty, improving nutrition, building a strong foundation for continued economic growth, and promoting resilient communities.



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Global Health

Agency Priority Goal FY 2016 – 2017: Support the global effort to end preventable child and maternal deaths. By September 30, 2017, U.S. assistance to end preventable child and maternal deaths will reduce under-five mortality in 24 Maternal and Child Health U.S. Government-priority countries by four deaths per 1,000 live births as compared to a baseline of 2015.

Agency Priority Goal Overview:

USAID with its partners in the U.S. Government (USG) and the global community are committed to the goal of ending preventable child and maternal deaths. While many challenges remain, today more than ever, we are equipped with the tools and knowledge to reach this goal. Child deaths nearly halved from 1990 to 2013, saving an estimated 100 million child lives. Maternal deaths decreased by 45 percent over the same period. Between 2001 and 2013, malaria mortality rates decreased globally by 47 percent and by 54 percent in Africa alone. Estimates indicate that more than four million global malaria-related deaths were averted, primarily in children under five in Africa. Rates of modern contraceptive use have increased from 12 percent in 1990 to 31 percent in 2013 in the countries with the largest USAID-supported programs, enabling healthy timing and spacing of pregnancies, which could lower child deaths by 25 percent and cut maternal deaths by 30 percent. USAID reduced stunting, caused by a lack of essential vitamins and nutrients during early years and by frequent illness that robs growing bodies of the capacity to utilize available nutrients, from 55.6 percent in 1990 to 37.7 percent in 2014 in its 19 nutrition-focus countries.

To continue progress on these issues, USAID focuses its work to end preventable child and maternal deaths in 24 high burden countries around the world. These 24 countries account for approximately 70 percent of maternal and child deaths and 50 percent of the global unmet need for family planning. USAID selected these countries because of the magnitude and severity of child and maternal deaths, high country commitment, and the greatest potential to leverage U.S. Government programs, as well as those of other partners and donors.

By analyzing the causes of child and maternal death and the current coverage of life-saving interventions, USAID has identified the investments that will have the greatest impact. In the Acting on the Call report, released in June 2014, USAID developed a plan of action for the 24 priority countries. These plans quantified the potential impact on lives saved if USAID scaled high impact interventions at rates previously achieved by countries with similar characteristics (so-called “best performers”). This information allows the global community to sharpen implementation of these high-impact interventions and align investments for maximum efficiency.



Climate Change

Agency Priority Goal FY 2016-2017: Combat global climate change by supporting the transition to high-performing, low-carbon economies. By September 30, 2017, U.S. government partnerships with developing countries to refine and implement their low emission development strategies (LEDS) will result in achievement of 100 (from a baseline of 46) major milestones which contribute to significant, measureable progress toward achieving domestic and international contributions to global greenhouse gas reductions. At least 4,000 developing country government officials and practitioners (from a baseline of 2,000) will strengthen their LEDS capacity through participation in the LEDS Global Partnership (GP), and that capacity will result in strengthened LEDS policies or measures in 24 countries (from a baseline of 0).

Agency Priority Goal Overview:

The focus of this Agency Priority Goal (APG) is to enable economic growth in developing countries in a manner that supports their long term transition to a low greenhouse gas emissions economy, thereby enhancing their ability to contribute to the global effort to address climate change. The U.S. Government (USG) will accomplish this by supporting the development, refinement and implementation of country-driven low emission development strategies (LEDS) and international and domestic climate change mitigation commitments.

LEDS is both a development and a diplomatic priority. The U.S. Government's development agenda is supported by work on LEDS, which promotes long-term, sustainable, low emission economic growth. The U.S. Government's diplomatic agenda is supported by LEDS, as it is the foundation for enabling developing countries to better understand and prioritize their options in order to determine which development and mitigation goals they can achieve to contribute to the international effort to address climate change. An effective global effort to reduce GHG emissions in turn benefits the U.S. by reducing climate related risks.

This APG focuses on measuring the progress of the Enhancing Capacity for Low Emission Development Strategies (EC-LEDS) program and the multilateral LEDS Global Partnership. Through EC-LEDS, a multiagency U.S. Government team is working with partner countries to advance effective country-driven, economy-wide LEDS that support national development and economic growth objectives by scaling up clean energy capacity; increasing the area of land under improved management; and advancing other actions that significantly reduce projected emissions from a "business as usual" pathway and monitor progress. The LEDS Global Partnership is an international community of practice for enhancing coordination, information exchange, and cooperation among countries and international programs working to advance low emission, climate-resilient growth. The U.S. worked with other donor countries and technical leaders to launch this Partnership in 2011.

This APG will also aim to capture progress of complementary U.S.-supported climate change programs that contribute to LEDS objectives in developing countries, including the major outcomes of programs that seek to incorporate climate change mitigation.

Low-emission, climate-resilient economic growth is highlighted as a U.S. diplomatic and development priority in the President's Climate Action Plan, the U.S. National Security Strategy, the President's Development Policy, and the Quadrennial Diplomacy and Development Review. Promoting low emission, climate-resilient development is a central pillar of the President's Global Climate Change Initiative and is at the core of USAID's Climate Change and Development Strategy.



Department of State and USAID Overview

Consular Service Delivery

Agency Priority Goal FY 2016-2017: Improve visa and passport customer service and processing speed in support of the travel and tourism sector of the U.S. economy, while preserving the integrity of passport and visa adjudication processes. Through September 30, 2017, process 99 percent of all passport applications within published timeframes and ensure 80 percent of nonimmigrant visa applicants are interviewed within three weeks of the date of application.

Agency Priority Goal Overview:

The mission of the Bureau of Consular Affairs (CA) is to provide efficient and effective consular services to protect U.S. citizens abroad, ensure U.S. security, facilitate the entry of legitimate foreign travelers, and foster economic growth. Two core functions of this mission are the adjudication of passport and visa applications. Demand for passports and visas are subject to unpredictable factors, and this variability affects workload planning.

Domestically, the Department supports a significant presence across the country to respond to the consular service needs of the U.S. public. This presence consists of 29 passport agencies and centers and a network of more than 8,000 public offices managed by other federal, state, and local government agencies/offices designated to accept passport applications. Approximately 126 million U.S. citizens, 38.6 percent of the population, have valid passports; this number has almost doubled in the last decade. In fiscal year (FY) 2015, CA processed 14.6 million passport applications, a 9.9 percent increase over FY 2014. An expected surge in passport renewal applications represents a rising challenge to the achievement of our passport-related performance goal. Based on analysis of renewal application trends, passport renewal rates increased by 14.8 percent in FY 2015, and are expected to increase further through FY 2017.

Executive Order 13597, issued in January 2012, required CA to increase visa adjudicating capacity in Brazil and China by 40 percent and ensure that 80 percent of nonimmigrant visa (NIV) applicants worldwide are interviewed within three weeks of receipt of an application. In FY 2015, CA adjudicated more than 13 million NIV applications, a 13.5 percent increase from FY 2014, while working through extraordinary increases in visa demand in key markets, including a 50 percent increase in China. Adjudications of NIV applications grew by more than 86 percent from FY 2009 to FY 2015. Even with this growth, in FY 2015, more than 92.5 percent of applicants worldwide, on average, were interviewed within three weeks of submitting their applications, a significant change from 70 percent in early FY 2012.

In calendar year (CY) 2014, the Department's efforts facilitated the travel of 75 million visitors to the United States, who, according to the Department of Commerce's 2014 United States Travel and Tourism Statistics, spent \$220.6 billion, an average of almost \$3,000 per visitor. An estimated 1.1 million jobs in the United States are supported by international travel. In addition to the economic benefits, the visa adjudication process puts CA at the front line of U.S. border security, as consular staff vet individuals who seek to travel to the United States.



Department of State and USAID Overview

Outreach to U.S. Business

Agency Priority Goal FY 2016–2017: Increase access to market information for U.S. businesses looking to export. By September 30, 2017, the Department of State will increase the number of Direct Line calls and webinars by 20 percent and increase the average number of participants on the calls by 10 percent over the FY 2015 baseline to provide U.S. companies with tactical, on-the-ground information critical to market access and decision-making.

Agency Priority Goal Overview:

President Obama announced the National Export Initiative (NEI) in his 2010 State of the Union. This initiative aimed to renew and revitalize our efforts to promote American exports abroad. Exports have been a key driver in our nation's economic growth. The United States has added 1.6 million new jobs since 2009 solely due to exports. Jobs related to exports pay up to 18 percent higher than jobs not related to exports. Earlier this year, the Department of Commerce released a report showing that U.S. goods and service exports supported more than 11.7 million jobs in 2014 – a new record. In May 2014, the Administration announced the launching of NEI/NEXT: a new customer service-driven strategy with improved information resources that will ensure American businesses are fully able to capitalize on expanded opportunities to sell their goods and services abroad. This initiative will build on the success of the NEI.

Today, a small percentage of America's 30 million companies export their goods or services. Of the U.S. companies that do export, two-thirds export to only one country. Increasing this number, even by a small percentage, could have a big impact on the U.S. economy. EB has been a leading player in the U.S. government's efforts to shape opportunities of American businesses overseas and one of our signature efforts is the "Direct Line" program.

The Direct Line program provides a unique opportunity for American businesses, particularly small- and medium-sized enterprises, to engage directly via teleconference or webcast with U.S. Ambassadors overseas at our 270 Embassies and Consulates in over 190 countries. Small and medium enterprises (SME) operating in a high-speed global marketplace need answers to their questions quickly. Quick access to accurate information is the cornerstone of Direct Line program. It is important to note that U.S. business, particularly SMEs, face considerable hurdles to enter overseas markets. This information will provide U.S. companies with tactical, on-the-ground information critical to market access and decision-making.



Strategic Goal 1: Strengthen America's Economic Reach And Positive Economic Impact

Strategic Objective 1.1: Expand Access to Future Markets, Investment, and Trade

Strategies for Achieving the Objective

Today's increasingly competitive global environment compels the U.S. government to:

- Strengthen its advocacy for free, transparent, and open markets;
- Promote equal legal and regulatory treatment for American and local companies in foreign markets;
- Expand support for U.S. companies looking overseas for customers and partners;
- Broaden access to the United States for foreign students and leading researchers; and
- Intensify international collaboration on innovation and technology.

Our diplomatic missions are on the front-line in achieving these goals advocating for U.S. exporters, pushing to eliminate impediments for our companies, and promoting job-creating foreign direct investment in the United States.

The Department of State, together with the Departments of Commerce, Agriculture, and USAID, support the Office of the U.S. Trade Representative as it negotiates bilateral and multilateral trade, investment, and transportation agreements that reduce barriers to trade and foster a more open, transparent, inclusive, and rules-based international economic environment. Moreover, USAID and State deliver targeted trade capacity building and technical assistance to foster adoption of agreed trade and investment rules. USAID further facilitates improvements in country trading systems and assists in building capacity for trade, working with developing countries and countries in transition to identify and reduce trade and other barriers that inhibit business formation and growth. Assistance also encompasses reforming laws and regulations, reducing compliance costs for businesses and individuals, and ensuring implementation and enforcement capacity. The Department of State and USAID also promote regional economic integration as a way to reduce tensions among states, promote growth, and create larger common markets for U.S. exporters.

The Department of State partners with the Department of Commerce to advocate for U.S. companies bidding on foreign government tenders, to help U.S. companies find new markets for exports, to continue policies that open markets to trade and investment, and to encourage investment in the United States. The ability of U.S. companies to bid successfully on foreign government tenders is a measure of U.S. government success working with other governments to negotiate market-opening agreements and resolve regulatory issues, and in ensuring fairness for our companies in the face of aggressive foreign competition.

U.S. industries and operators are at the forefront of information and communication technology development and innovation. The State Department of State, in collaboration with the Federal Communications Commission, the Department of Commerce, other executive branch agencies, and industry, actively promotes the regulatory and policy environment necessary for market confidence and economies of scale in a global information and



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communications technology sector. U.S. engagement with organizations such as the International Telecommunication Union (ITU), the Organization for Economic Cooperation and Development (OECD), and the Asia-Pacific Economic Cooperation (APEC) enables agreement on the technical standards and policies that drive this sector, facilitating scientific advancement, expansion of affordable broadband Internet access, and the evolution of wireless devices.

USAID works with public and private sector partners in strategic alliances to catalyze access to communications technology and the uptake of broadband. These initiatives lay the groundwork for broad-based economic growth. The initiatives underpin good governance practices and unlock private sector solutions. USAID is scaling digital finance and service delivery platforms that accelerate financial inclusion. USAID initiatives also explore the use of real time data solutions to strengthen evidence-based decision making and empower citizens. USAID is strengthening and expanding economies at home and abroad by using unique approaches to discover, test and scale breakthrough development innovations that solve global challenges better, faster and cheaper. By supporting the invention and commercialization of new technologies, USAID is bringing all stakeholders to the table to reduce barriers to growth and foster entrepreneurial ecosystems.

The Department of State promotes educational, cultural and professional exchanges and links between the United States and foreign educational, non-profit, and private sectors. The Department of State promotes U.S. educational exports such as study in the United States through student advising centers. Moreover, the Department of State prioritizes the visa applications of students, scholars, and exchange visitors, regularly expediting appointments and maintaining short appointment queues for these priority travelers. International exchanges allow citizens of other countries develop mutual understanding and to familiarize citizens of other countries with American ideas and values. Exchange programs motivate people to greater achievement and innovation, strengthen civil society, and empower citizens to improve their communities. In an age when communications technology brings people of all nations into direct contact, exchanges create people-to-people networks that foster dialogue and facilitate collaborative problem solving. International students enrich classrooms, campuses, and communities in ways that endure long after those students return home. They add value to America's scientific and technical research; they are potential investors and business partners for American companies.

USAID is also collaborating with other U.S. Government science agencies and engaging university partners in the U.S. and abroad to inspire, strengthen, and link the brightest young minds in America, from students to established researchers, with those in our partner countries to collectively address global challenges and invent and market innovative solutions. These efforts, and the people-to-people connections they foster, advance research and collaboration while building respect for the United States.

USAID assistance to strengthen foreign markets makes other countries better trade and investment partners for the United States. USAID tailors programs for individual countries. Some need assistance in broad-based economic policy reforms; others need help developing market-supporting institutions, such as improved commercial law, industrial relations systems, trade regimes, banking structures, stock exchanges, or tax collection systems.



Strategic Goal 1: Strengthen America's Economic Reach And Positive Economic Impact

USAID has prioritized support for the World Trade Organization Agreement on Trade Facilitation (TFA), which is aimed at streamlining borders, including enhancing technical assistance and capacity building for developing countries. Implementation of this seminal agreement is expected to provide cost and time savings for companies trading goods regionally and internationally. Programming will focus on reforms that boost trade by reducing costs and delays for traders, and increase the predictability, simplicity and uniformity in customs and other border procedures. USAID is working with the private sector as an important partner in this work, involving U.S. and local business communities on public-private partnerships that expand and deepen bilateral trade and investment opportunities.

The intersection between economic growth and competitiveness, rapidly advancing technology, and the complexity of critical issues such as climate change require the Department of State and USAID to integrate traditional economic policy approaches with our support for entrepreneurship, environmental stewardship, innovation, and scientific collaboration. Expanding international collaboration on science, technology, and knowledge-based industries, facilitating fair access to emerging markets for U.S. companies, and fostering the free flow of goods, services, and ideas, while protecting intellectual property rights, have a powerful impact on growth and innovation.

Throughout all these efforts, the Department of State and USAID seek to increase the positive impact of economic growth. This means promoting gender and ethnic equality; increasing access to, and defending, a free, open Internet; advancing human rights and labor rights; encouraging responsible business practices; and protecting the environment. Gender activities are guided by the *Presidential Memorandum on Coordination of Policies and Programs to Promote Gender Equality and Empower Women and Girls Globally*.

Strategic Objective Progress Update

In 2015, the Bureau of Oceans and International Environmental and Scientific Affairs (OES) and the Office of Science and Technology Advisor to the Secretary (E/STAS) continued to promote science, technology, and innovation as tools for economic growth using policy dialogues, capacity building programs, and public diplomacy tools. The State Department exceeded the number of senior level engagements on this topic and saw significant progress with many countries. For example, OES has made significant strides with the Governments of Tunisia and Egypt to better link science and economic growth. In addition, bilateral meetings with counterparts in France and Germany provided opportunities to discuss cooperative activities that leverage the advanced expertise of these highly industrialized nations. OES strategies continue to be sound and produce the results expected; therefore OES will continue with the current operating paradigms.

Over the past year, the U.S. Global Development Lab (the Lab) made progress toward the dual mission of producing breakthrough development innovations and transforming the development enterprise. The Partnerships for Enhanced Engagement in Research (PEER) supported research collaborations between developing country scientists and researchers in the U.S. to tackle global development challenges, build scientific capacity, and strengthen the research ecosystem in developing countries. In FY 2015, PEER researchers contributed to over 450 high-quality publications, building the evidence base to inform local program and policy decisions, secured \$3.2 million in follow-on-funding to continue their transformational research, and worked with and trained over 1,500 students and research assistants. Through the Higher Education Solutions Network



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(HESN), USAID is partnering with seven top universities in the U.S. and Africa to harness the ingenuity and passion of university students, researchers, and faculty to find and apply new science and technology-based solutions to the world's most challenging development problems. Over the course of the program, these universities have collaborated with a network of 400 partners in 66 countries, leveraged \$14 million in cash and in-kind donations, created or tested over 300 innovations, and reached 2.3 million beneficiaries.

The Lab's Center for Development Innovation worked in close collaboration with missions and bureaus across USAID, as well as public and private sector partners, to source, test, and scale the most promising solutions to the world's biggest problems, such as maternal and child health, education, and access to water and electricity. The Lab uses both open and targeted approaches to find the best ideas from anywhere in the world, and then staged-financing and rigorous testing and iteration to support progress towards reaching millions of people. For example, one innovation supported through the Development Innovation Ventures (DIV) program is providing safer water for over three million people in East Africa at two percent of the traditional cost and another is scaling up a proven household solar model to bring affordable electricity to one million homes by 2017. Since the beginning of the Securing Water for Food Grand Challenge for Development program, grantees have saved over 500 million liters of water, produced nearly 2,000 tons of food, and served more than 300,000 farmers and other customers in more than 20 low-resource countries. This past year was especially exciting as the global community embraced the DIV model with a consortium of international donors joining forces to create a new \$200 million Global Innovation Fund.

The Lab's Center for Global Solutions made progress in supporting the public goods, partnerships, and policy changes that improve the enabling environment for an inclusive digital economy, and in building the Agency's technical capacity in the use of digital technologies and data driven approaches. The Lab led an outreach campaign that reached 100 organizations around the Principles for Digital Development, a set of nine principles outlining best practices for designing and implementing technology-enabled programs. As a co-creator of the Alliance for Affordable Internet (A4AI), which has grown to more than 75 members in just over a year, the Lab supported engagements in Nigeria, Ghana, Mozambique, Liberia, Burma, and the Dominican Republic focused on creating more affordable internet services through policy and regulatory reform. In Ghana, A4AI's work led to the removal of the 20 percent import duties that comprise 35 percent of the cost of smartphones in-country, which an independent study predicts will contribute an additional \$370M to annual GDP by 2020. In FY 2015, the GeoCenter continued to provide expert technical support and build capacity throughout the Agency to improve the use of geospatial data and analytics to inform strategic planning and programming, with tangible results. For example, the GeoCenter is using remote sensing and geographic information systems to identify where malaria is most prevalent in Mozambique. This data will be used to better target insecticide spraying programs as part of the U.S. Presidential Malaria Initiative, which aims to reduce malaria-related mortality by 50 percent across sub-Saharan Africa.

The Lab's Center for Transformational Partnerships (CTP) continued to develop and support successful partnerships with the private sector in priority areas, while increasing capacity throughout the Agency to strategically engage the private sector and other key stakeholders to accelerate sustainable development impact. In FY 2015, CTP supported eight existing public-private partnerships (PPPs) and managed nine new ones, which together leveraged over \$100 million toward shared goals and reached over 2.4 million beneficiaries



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across priority cross-cutting sectors, including entrepreneurship, lesbian, gay, bisexual and transgender (LGBT), women's economic empowerment, and diaspora engagement. Through the Partnership to Accelerate Entrepreneurship program, CTP built partnerships with impact investors that will leverage over \$57M in private capital over the next few years to scale early-stage enterprises in the developing world. To support the Agency in their engagement of the private sector, CTP worked with 39 missions and bureaus through virtual and in person technical assistance, and developed or revamped several toolkits and knowledge products to provide Agency practitioners with guidance and best practices on building effective partnerships.

The Lab also made progress in applying advances in science, technology, innovation, and partnership toward the Agency's top priorities, including strengthening the Ebola response and recovery, using enabling technologies to boost Feed the Future outcomes, and catalyzing market expansion of innovative solar home solutions for Power Africa. In West Africa, the Lab is actively collaborating with Agency and private sector partners to accelerate the development and deployment of health information systems, increase the coverage and quality of communications networks, and foster secure and efficient electronic payment systems, with the aim of enabling the region to better prevent, detect, and respond to future public health threats.

The Lab relies on collaborative partnerships to deliver on its ambitious targets. This is one of the key challenges as well as the promise of Lab approaches. With the Lab, USAID is pursuing a new model of development focused on partnering with a diverse array of partners to source, test, and scale innovative, evidence-driven development solutions and accelerate results. This year, the Lab is strengthening its Agency engagement focus and function, working closely with operating units across State and USAID, as well as other U.S. government agencies, to jointly harness the power of science, technology, innovation, and partnerships to deliver more cost-effective and sustainable results and advance U.S. Government priorities. The Lab will also be working closely with a range of private sector partners who have a unique and growing role to play in global problem-solving, particularly when efforts are linked to shared value or inclusive business approaches which engage bottom-of-the-pyramid markets. The Lab is increasing engagement with international organizations, foundations, corporations, nongovernmental organizations, other donors, and host country partners to collectively find promising developing solutions, learn what works, and adapt strategies and programs to take them to impact at scale.

There were nearly 975,000 international students in the United States during the 2014 to 2015 academic year – a 10 percent increase from the previous year and the largest rate of growth in 35 years, with substantial growth from Asia, Latin America, the Middle East, and Africa. This increase reflects the strong attraction of the U.S. higher education system's excellence, dynamism and diversity.

The Department of State actively promotes international student mobility through direct and virtual engagement with students, foreign government engagement, and targeted programs for youth and international higher education officials. The Educational and Cultural Affairs Bureau's EducationUSA network includes more than 400 advising centers worldwide to help international students and their families navigate the college admissions process. Last year, EducationUSA reached more than 13 million people physically and virtually, contributing directly to an export industry of \$30+ billion annually, internationalizing U.S. campuses and communities, and laying the foundation for greater U.S. diplomatic engagement around the world. One example



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of a successful targeted program is EducationUSA Opportunity Funds, which provides up-front financial support and intensive guidance to high achieving students from economically disadvantaged backgrounds.

Performance Goal 1.1.1: Advocacy to Support U.S. Export of Goods and Services

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

Performance Goal Overview

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

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

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

The World Trade Organization (WTO) agreement on Trade Facilitation (TFA) contains provisions to streamline the movement of goods across borders. In order to improve transparency and reduce the time it takes to move goods across borders, USAID will provide technical assistance to developing countries to assist them in meeting their commitments to the TFA. For example, USAID works with developing countries by facilitating self-assessments which helps a country identify what it will need in order to implement the TFA; the time it will take to implement each provision, as well as the country's technical assistance needs. Implementation of the TFA is



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expected to provide cost and time savings for companies associated with trading goods regionally and internationally, potentially creating new trade opportunities worldwide.

The American higher education sector is an engine for American innovation and growth, providing opportunities for international students to partner with Americans in collaboration that furthers market access and increased trade in a global marketplace expected to grow by 43 percent from 2012 levels to \$6.4 trillion in 2017. With their enrollment at higher education institutions alone, international students contribute economic value to the nation as the fifth largest U.S. service sector export. From 2013-2014, international students contributed \$27 billion to the U.S. economy, according to the Commerce Department, in tuition, living expenses including room and board, books and supplies, transportation, health insurance, and support for accompanying family members. About 74 percent of all international students receive the majority of their funds from sources outside of the United States, including personal and family sources as well as assistance from their home country governments or universities. Students from around the world who study in the United States also contribute to America's scientific and technical research and bring international perspectives into U.S. classrooms, helping prepare American undergraduates for global careers, and often lead to longer-term business relationships and economic benefits. The Department encourages their enrollment through more than 400 EducationUSA centers worldwide, where trained advisers provide accurate, current, and comprehensive information about studying in the United States. Foreign students are particularly important to U.S. colleges and universities’ advanced science and engineering research and coursework, driving U.S. innovation.

Performance Goal Progress Update

The Department of State exceeded the goal to double appropriate commercial advocacy for U.S. businesses by Ambassadors and Assistant Secretary or higher officials by September 30, 2017. Surpassing the target in three years versus five exemplifies State’s commitment to support exports of U.S. goods and services and U.S. job creation. Expanded advocacy efforts by Department principals advance the President’s National Export Initiative/NEXT and Secretary Kerry’s Shared Prosperity Agenda, strengthening America’s economic reach and positive economic impact.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	28	34	40	48
Result	24	35	58		

Indicator Analysis

Advocacy wins are often multi-year efforts. The indicator tallies advocacy efforts when a win is recorded (e.g. contract signed); the annual value is thus subject to rise and fall with global economic trends and underlying business opportunities available for U.S. government advocacy. As facilitators and not decision makers, U.S.



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government advocacy may not result in wins for U.S. companies. The Department of State continued to advance Secretary Kerry’s Shared Prosperity Agenda which includes efforts to improve and expand Department of State high-level advocacy. FY 2015 results illustrate that the Department of State met and exceeded by two years the target of doubling the Department of State’s high-level advocacy efforts by 2017, in support of U.S. exports and job creation.

Indicator Methodology

The indicator tracks interactions by senior State Department of State officials (Ambassador or Assistant Secretary Level and above) reported in the Advocacy Center’s Summaries of FY 2015 Wins document. The Department of Commerce’s Advocacy Center maintains a list of cases approved for U.S. government advocacy, which typically take the form of phone calls, meetings, and/or letters to foreign government officials in support of a U.S. company or business unit. Data compiled is a result of reporting by the field and Washington offices to the Advocacy Center of principal advocacy engagements.

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	860,626	903,657	948,840	996,282
Result	723,277	764,495	819,644	886,052	974,926		

Indicator Analysis

In 2015, the continued growth in international students coming to the U.S. for higher education had a significant positive economic impact on the United States. According to the U.S. Department of Commerce, international students contributed more than \$30.5 billion to the U.S. economy. About 72 percent of all international students receive the majority of their funds from sources outside of the United States, including personal and family sources as well as assistance from their home country governments or universities. Students from around the world who study in the United States bring international perspectives into U.S. classrooms, contribute to American scientific and technical research, and build relationships that often lead to longer-term business opportunities for American companies.

Indicator Methodology

The Open Doors Report on International Educational Exchange is published by the Institute of International Education (IIE), the leading not-for-profit educational and cultural exchange organization in the United States. IIE has conducted an annual statistical survey of campuses regarding the international students in the United States since 1919, with support from the Department of State’s Bureau of Educational and Cultural Affairs since the early 1970s. The census is based on a survey of approximately 3,000 accredited U.S. institutions. The figure cited in the results row are released at the end of the calendar year for the previous academic year. For example, the Open Doors 2015 report, released in November 2015, contains information on foreign students from academic year 2014-15. The number of foreign students enrolled in U.S. institutions can



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fluctuate greatly due to economic and other factors beyond ECA's control, so the targets are consistent with what we expect to achieve given the general trend line.

Performance Goal 1.1.2: Science, Technology, and Innovation Cooperation

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

Performance Goal Overview

The United States has tremendous expertise and comparative advantage in harnessing the power of science, technology, innovation, and entrepreneurship through world-class universities and research institutions. Moreover, Science, Technology, Engineering, and Mathematics companies have promoted a culture of innovation and entrepreneurship that has created new economic sectors and opportunities for growth. Science and technology, coupled with greater connectivity and partnerships, can change the reality of what is possible. Today the United States has new tools and approaches to achieve progress that was simply not imaginable in the past. Breakthroughs pioneered for the developing world, such as low-cost health diagnostics, can benefit the United States. Over the next forty years, the developing world is expected to be the largest source of product and services growth, which will directly translate to economic growth both in the U.S. and globally.

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

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

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



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As the world’s challenges are increasingly shared in a globalized world, these interventions can have a powerful impact on U.S. growth and global prosperity. By helping other countries develop their innovation ecosystems, we are developing potential markets and infrastructures that can benefit the U.S., our entrepreneurs and businesses, while increasing our access to the best ideas, wherever they are, and improving their prospects for success.

Performance Goal Progress Update

Progress towards this performance goal is measured by two dimensions. The first, the number of dialogues headed by an Office Director or more senior official with foreign governments on science and technology innovation, captures how such dialogues increase the opportunities for significant multi-year collaborations between U.S. and foreign institutions. The second, the percent of U.S. Global Development Lab innovations that are reaching millions of people, captures the reach and potential impact of transformative solutions to global challenges and opportunities.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	9	10	13	14
Result	8	10	12		

Indicator Analysis

The Department of State’s Bureau of Oceans and International Environmental and Scientific Affairs (OES) notes that the Department exceeded its targets in FY 2015 as a result of increased demand from international partners. The Department anticipates that this positive trend will continue as foreign governments look to better leverage investments in research and development. Targets for FY 2016 and FY 2017 have been increased accordingly. In the FY 2015 Annual Performance Plan, the FY 2016 target was 11 and the FY 2017 target was 12; they have been changed to 13 and 14, respectively.

Indicator Methodology

Data is obtained through an annual review of meetings conducted by senior leadership as outlined in the update section. It should be noted that the recent placement of a Department employee in Silicon Valley may dramatically increase senior leader engagement in 2016. OES and the Office of the Science and Technology Advisor to the Secretary (E/STAS) will coordinate with the appropriate Bureaus and Offices to capture their data.



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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	0%	10%	10%	10%
Result	0%	1%		

Indicator Analysis

The U.S. Global Development Lab (the Lab)’s innovation programming aims to increase the adoption of high-impact development solutions that have proven impact, widespread adoption, and sustainable financing. The Lab works in close collaboration with Bureaus and Missions across USAID, as well as public and private sector partners, to source and accelerate groundbreaking solutions to the world’s biggest challenges, like maternal and child health, education, and access to water and electricity. The Lab uses two approaches to identify promising innovations, which are then rigorously tested, iterated, and mainstreamed for global impact. Open innovation approaches, like the Development Innovation Ventures (DIV) program, are open to entrepreneurs and solvers from nearly any organization for any sector in any country where USAID operates. With directed innovation approaches, Lab and Agency partners use tools like Grand Challenges for Development (GCD) and Prizes to find solutions to specific challenges, like improving childhood literacy, providing energy for agriculture, and addressing the Ebola epidemic. The Lab also engages with U.S. and global academic communities to harness the ingenuity and passion of university students, researchers, and faculty to find and apply new science and technology-based solutions to the world’s most challenging development problems.

Through these and other innovation programs, the Lab has proven successful at sourcing promising solutions from new and local solvers who operate in the markets where the problem exists. In FY 2015, the Lab supported over 400 innovative solutions, three of which are improving the lives of over one million people. One of these, the chlorine dispenser program, is scaling up a proven, low cost approach to improve access to safe drinking water for five million people across East Africa, preventing three million cases of diarrhea and 3,000 child deaths at just 2 percent of the traditional cost. Although the Lab did not reach the indicator target this year, throughout FY 2015 USAID has been updating the strategic approach and refocusing the portfolio towards the scale of impacts such as these that underpin the foundation of the Lab.

While the Lab has succeeded in bringing in new ideas and finding promising innovations with evidence to support their potential for impact on development, significant hurdles remain to large scale adoption of these innovations. In FY 2016, the Lab is adapting program emphasis to better target and support high-impact solutions. USAID is focusing efforts on the critical elements of high-impact solutions, including strong evidence of impact, significant beneficiary reach, and increasing sustainable, non-donor financing. The Agency is working with innovators to better address the challenges they face, including capacity, capital and market barriers to adoption. USAID will be focusing support specifically on the top twenty-five solutions, working to assess what is needed to accelerate through the pipeline and get to the next level of impact.



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There are a number of promising innovations in the pipeline with the potential to improve the lives of millions around the world. Twenty of these innovative solutions are currently reaching 100,000 or more beneficiaries, and five of those are reaching 500,000 or more beneficiaries. As the Lab works closely with public and private sector partners to learn from what works and adapt our approaches to sourcing and scaling innovations, the expectation to reach the five year target of 10 percent.

Indicator Methodology

Beneficiary reach, among other key criteria of high-impact innovations, is collected by Lab teams working on innovation programming. For each program that contributes to this indicator, the Lab has rigorous monitoring, evaluation and learning systems in place to track the outcomes of innovation support and ensure our programs are evidence-based and iterative. The Lab also builds staged financing into innovation programs; thus support increases only after solutions are tested and demonstrate effectiveness.

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	1%	1%	1%	1%
Result	0%	0%		

Indicator Analysis

Progress towards this indicator is similar to the above. Lab innovation programs have proven successful at sourcing promising solutions from around the world and are now working with partners to enhance support to accelerate these innovations through the pipeline to impact at scale. This past year, the Lab led efforts to accelerate access to digital financial services, which harness the power of technology to increase financial inclusion and lift populations out of extreme poverty. By catalyzing global alliances, supporting programs in country, and improving the way we do business, USAID is leading industry-wide change to scale this proven solution.

USAID, through the Lab, supports greater access to financial services by signaling demand for electronic payment (“e-payment”) systems to the market and by encouraging policies and regulations that level the playing field. For example, this past year, the Lab launched a partnership with the Government of India and over twenty public, private, and multilateral actors to expand merchant acceptance networks for a new Government issued account card targeting over 100 million poor customers. This effort is tied to the Government of India’s ambitious effort to provide financial account access to every Indian household, largely through digital means.

USAID also made e-payments the method of payment implementing partners are directed to use wherever possible and reconfirms commitment to the Better than Cash Alliance (BTCA), which advocates for, and facilitates, the transition from cash to e-payments for governments, the private sector, and the development



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community. Initial results show that this shift to more efficient and secure processes is already saving thousands of personnel hours and program dollars that can be re-invested into development assistance.

The Lab is working closely with public and private sector partners to catalyze similar industry-wide changes in other sectors to accelerate innovative solutions that improve the lives of millions. As the Agency learns from what works and adapts approaches to sourcing and scaling innovations, the expectation is to reach the five year target of one percent.

Indicator Methodology

Beneficiary reach, among other key criteria of high-impact innovations, is collected by Lab teams working on innovation programming. For each program that contributes to this indicator, the Lab has rigorous monitoring, evaluation and learning systems in place to track the outcomes of innovation support and ensure programs are evidence-based and iterative. The Lab also builds staged financing into innovation programs, and thus supports increases only after solutions are tested and demonstrate effectiveness.



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Strategic Objective 1.2: Promote Inclusive Economic Growth, Reduce Extreme Poverty, and Improve Food Security

Strategies for Achieving the Objective

The world is coalescing around a goal to end extreme poverty by 2030, with growing optimism that this remarkable goal is within reach. The U.S. role is critical to ensuring continued global progress. American ingenuity is essential to solving the most complex development challenges that stand in the way of a world without extreme poverty.

The Department and USAID are making critical contributions toward achieving this goal. Ending extreme poverty requires enabling inclusive growth and promoting free, peaceful, and self-reliant societies that build human capital and create social safety nets for the poorest members of society, including women and other marginalized groups, such as people with disabilities, Lesbian, Gay, Bisexual and Transgender (LGBT) people, and members of indigenous or ethnic minority groups. Engagement can open doors for development by resolving conflict, fostering political stability, and advocating development-friendly policies. U.S. government initiatives that increase food security, reduce deaths from preventable illness, and improve energy access address fundamental causes of poverty. USAID's work on education and resilience in the face of recurrent crisis is reaching millions in extreme poverty, and cross-cutting efforts on gender, governance, and climate are key to sustainability. USAID is also strongly positioned in the countries - many of them fragile - where extreme poverty affects the most people.

The Department and USAID promote inclusive growth through initiatives such as the African Women's Entrepreneurship Program (AWEP), which provides professional networking, business development, and trade capacity building opportunities for prominent women entrepreneurs across Sub-Saharan Africa. AWEP includes an export readiness program, technical assistance, and increased access to capital. It empowers small-and-medium-sized African enterprises to capitalize on the Africa Growth and Opportunity Act, increasing trade regionally and with the United States. USAID's Women's Leadership Incentive Fund is also used annually to leverage Mission funding in support of women's economic empowerment and female entrepreneurs are key participants in USAID's worldwide economic growth projects. For example, using Leadership Funds, women in Bangladesh will be empowered to lead on employment and labor reform in the apparel sector, a crucial arena for promoting inclusive economic growth.

Access to schooling is critical for breaking the transmission of extreme poverty from one generation to the next. In developing countries, an additional year of schooling increases earnings by more than 10 percent. More broadly, each 10 percentage point increase in the share of students with basic literacy boosts economic growth by 0.3 percentage points per year. Basic literacy and math skills raise prospects for finding a better job and have substantial positive spillovers like improved health, lower fertility, less crime, and greater civic participation.

USAID's Policy Framework features eight inter-related development objectives: (1) increase food security; (2) promote global health and health systems; (3) reduce the impact of climate change and promote low emissions growth; (4) promote sustainable, broad-based economic growth; (5) expand and sustain the ranks of



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stable, prosperous, and democratic states; (6) provide humanitarian assistance and support disaster mitigation; (7) prevent and respond to crises, conflict, and instability; and (8) improve lives through learning and education. Poverty is multi-dimensional, and elements of each of these eight objectives are essential to address the causes and consequences of extreme poverty and promote inclusive growth.

USAID is establishing a new development model that focuses on creating public-private partnerships and harnessing science, technology, and innovation to deliver measurable results. The new model is grounded in the reality that political leadership and policy reform are essential preconditions to driving investment to the regions and sectors where it has the biggest impact on reducing extreme poverty and ending the most devastating consequences of child hunger and child death. This approach requires integrated diplomatic and development efforts as policy reform is sought and promotes investment and responsible business conduct in complex and transitional environments.

Strategic Objective Progress Update

Resilience to Recurrent Crisis:

In late 2011 and early 2012, building resilience to recurrent crisis emerged as a U.S. government priority. Large-scale droughts in 2011-2012 once again underscored the costs of not addressing the underlying causes of recurrent crises in the Horn of Africa and Sahel. These include the humanitarian costs measured in lost lives, livelihoods, dignity, and aspirations, as well as the developmental costs to national and regional economies. For example, unfettered drought in Kenya between 2008 and 2011 is estimated to have cost the Kenyan economy \$12 billion. It also includes the economic costs of repeatedly responding to these crises with humanitarian assistance as attested to by the \$1.5 billion the U.S. government spent in responding to humanitarian crises in the Horn of Africa and Sahel in 2011-2012 alone. Together with its development partners, USAID is committed to the shared goal of building resilience to get ahead of chronic crisis, protect and advance development gains, and make populations around the world less vulnerable to inevitable shocks.

In FY 2015, USAID continued to support efforts to build resilience to recurrent crisis in vulnerable, dry-land areas in the Horn of Africa (Ethiopia and Kenya, and nascent efforts in Uganda and Somalia), the Sahel (Niger and Burkina Faso), and Nepal. These efforts support country-led strategies and aim to sustainably expand economic opportunities on and off farms; strengthen natural resource, conflict and disaster risk management; and improve health, nutrition, and human capital. Illustrative achievements from these efforts include over 300,000 farmers and pastoralists using new or improved technologies and management practices and a 28 percent increase in the dietary diversity of women in the focus zones in Kenya; more than half a million hectares of land under improved Natural Resource Management and more than \$15 million of private sector investment in the livestock sector facilitated in Ethiopia; and more than 500,000 children under five years of age reached by nutrition programs in vulnerable communities and more than 240,000 farmers who have applied new technologies or management practices in Niger and Burkina Faso. USAID's continued efforts to build resilience in the Horn of Africa and the Sahel are built on foundational Food for Peace development programs and Office of U.S. Foreign Disaster Assistance Risk Reduction investments, and have reached more than 7.5 million people.



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In FY 2015, the Global Resilience Partnership (Resilience Partnership), a public-private partnership between USAID, the Swedish International Development Coordination Agency, and the Rockefeller Foundation, announced eight winning teams of the first Global Resilience Partnership Challenge. The Challenge was a competition designed to surface innovation and capacities among partner institutions and called for multi-sectoral teams to collaborate on innovative solutions to the toughest resilience challenges in the three focus regions. Winning teams will receive up to \$1 million each to implement resilience-building solutions among the most vulnerable populations in the focus regions.

Additional Evidence Measuring Achievement of the Objective

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

	FY 2015	FY 2016	FY 2017
Target	50%	50%	75%
Result	100% ¹		

Indicator Analysis

This indicator measures the proportion of countries with focused resilience zones where data from representative population-based surveys in those zones show a reduction in the depth of poverty between two points in time. Countries are only included in the indicator once they have at least two data points to compare. Thus far, baseline data on poverty rates have been collected for focused resilience zones in Kenya and Ethiopia to determine an initial baseline. Interim survey results for resilience efforts in northern Kenya suggest steady progress towards USAID’s goal of reducing the depth of poverty by 20 percent. Improved dietary diversity among children and women, as well as a reduction in household hunger, shows similarly positive results. Additional depth of poverty survey results are anticipated for Ethiopia and Burkina Faso/Niger in 2017.

Surveys in FY 2015 collected baseline poverty data for focused resilience zones in Burkina Faso/Niger. Baseline surveys are planned for Mali and Nepal in 2016, both of which have been delayed due to a deterioration of the security situation in the country, and an earthquake, respectively. A baseline survey is planned for Uganda in 2017.

Priority resilience countries and focus resilience zones within these countries have been identified and defined based on a set of four criteria: recurrent crisis in the form of repeated, large-scale humanitarian emergencies; risk as defined by hazards and vulnerability to them; the enabling environment, defined by government partner

¹ A second data point is only available for the focused resilience zones in Kenya. A second data point for Ethiopia is anticipated in 2016/17, for Burkina Faso/Niger in 2017, and for Somalia in 2018.



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political will and commitments; and USAID's comparative advantage in terms of the opportunities to sequence, layer, and integrate new and existing humanitarian and development investments to achieve the shared aim of building resilience to recurrent crisis (see [Building Resilience to Recurrent Crisis: USAID Policy and Program Guidance](#) for further information.)

Indicator Methodology

Data source: Data are obtained from secondary data sources, by abstracting focused resilience zone clusters from national-level population-based surveys, such as the Living Standards Measurement Survey or equivalent, and/or from a combination of USAID baseline, interim, and final population-based surveys.

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. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).

Performance Goal 1.2.1: (Agency Priority Goal) - Food Security

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

Performance Goal Overview

Although global hunger continues to decline, nearly 800 million people in the world, or roughly one in eight, suffer from chronic hunger, and the vast majority of them live in developing regions. In addition, the world's population is projected to increase to nine billion by 2050. This population increase and changes in diets will require at least a 60 percent increase in global food production, without adversely affecting the environment. Investments in global agriculture and nutrition are the key to addressing these issues.

Improving food security rose to prominence as a global development goal in recent years due to factors such as food price spikes, increasing rates of poverty, and social unrest related to poverty and hunger. At the 2009 G-8 Summit in L'Aquila, Italy, global leaders—including President Obama—agreed to take significant action to improve food security through a renewed financial commitment to agricultural development and a commitment to reform the way the international community approaches food security. In 2012, recognizing the critical role of the private sector in sustainable agricultural transformation, President Obama, African leaders, and other G-8 members announced the launch of the New Alliance for Food Security and Nutrition, a shared commitment among donors, African governments, and corporate partners to achieving sustained and inclusive agricultural growth and collectively raising 50 million people out of poverty in Africa by 2022. As a result, more than 200 global and African companies have committed to invest \$10.2 billion to benefit 8.7 million smallholders through sourcing or services, with \$1.8 billion invested through 2014.



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The Feed the Future initiative is the U.S. government's contribution to the collaborative global effort to fight poverty, hunger, and under nutrition. The initiative's goals are to 1) reduce the prevalence of poverty by an average of 20 percent and 2) reduce the prevalence of stunted children under five years of age by an average of 20 percent across the 19 focus country zones of influence where USAID is investing and working.

Feed the Future works with the global community to:

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

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

For the FY 2016 APR/FY 2017 APP, the food security performance goal statement will be revised to demonstrate progress made in reducing rates of poverty and stunting in the Feed the Future zones of influence, compared to baseline survey results. The new goal statement aligns with the FY 2016 – 2017 USAID Food Security Agency Priority Goal.

By September 30, 2017, interim data will have demonstrated that over half of Feed the Future focus countries reduced the prevalence of poverty or stunting in their zones of influence by 10 percent or greater during the first three years of implementation.



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Performance Goal Progress Update

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	7 million	8 million	8 million	8.5 million
Result	6.8 million	8.5 million		

Indicator Analysis

Examples of new technologies and management practices include improved irrigation techniques, use of improved/certified seeds, integrated pest management, sustainable fishing practices, and improved postharvest storage techniques. These interventions help to improve agricultural productivity and household incomes, increase access to nutritious foods, and reduce hunger and undernutrition. This indicator supports USAID's intermediate goal to enhance human and institutional capacity for increased sustainable agriculture sector development, helping to improve food security in target areas.

In FY 2015, 8.5 million farmers, ranchers, and other agricultural producers applied new technologies or management practices, which is above our target of eight million. This was accomplished through on-going efforts to bring proven technologies and innovations to scale, increasing the impact of U.S. investments.

For example, in FY 2015, Feed the Future assisted over 27,000 maize farmers in Ghana to apply new technologies such as row planting, plant spacing, improved fertilizer application, and improved post-harvest handling practices. Despite on-going security concerns, efforts in Mali enabled Feed the Future to assist 144,000 farmers in using improved technologies and management practices. In Rwanda, over 100,000 farmers applied improved technologies and management practices with the support of Feed the Future, such as maize shellers and drying equipment to improve post-harvest handling.

Indicator Methodology

Data source: FY 2015 Performance Reports for Bangladesh, Brazil, Burma, Cambodia, Democratic Republic of Congo, Ethiopia, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Lebanon, Liberia, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, South Africa, Sri Lanka, Tajikistan, Tanzania, Timor-Leste, Uganda, Zambia, Zimbabwe, USAID Bureau For Food Security, USAID Regional Development Mission-Asia, USAID Sahel Regional, USAID Southern Africa Regional, and USAID West Africa Regional, as reported in the Feed the Future Monitoring System. This system is used to collect results data for Feed the Future (FTF) initiative-funded activities.



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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. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>). As of the APP/APR publish date, full data quality reviews of performance data are on-going. The final figure for this indicator will be published in the Feed the Future Progress Report later this year, along with other Feed the Future performance data.

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

	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4	FY 2016 Quarter 1	FY 2016 Quarter 2	FY 2016 Quarter 3	FY 2016 Quarter 4
Target	\$2.321 billion	\$2.494 billion	\$2.667 billion	\$2.525 billion	(Indicator will be dropped)	(Indicator will be dropped)	(Indicator will be dropped)	(Indicator will be dropped)
Result	\$2.231 billion	\$2.326 billion	\$2.430 billion	\$2.507 billion				

Indicator Analysis

This indicator matches reporting for USAID’s Food Security Agency Priority Goal. Targets through FY 2015 for reporting quarterly disbursements against the L’Aquila pledge were developed in 2013, based off historical rates of disbursement. USAID was slightly below targets during FY 2015, but consistently remained within 90 percent of the target. As the FY 2015 Q4 target for disbursements of \$2.840 billion is greater than actual total USAID obligations counting against the L’Aquila pledge, it was not possible to meet the disbursement target. Thus USAID is revising the indicator target for FY 2015 Q4 to \$2.525 billion. The revised target also takes into account actual disbursements over the past several quarters being slightly lower than target disbursements. In a few cases, humanitarian crises hindered program implementation and affected our disbursement targets (e.g., Mali, Ebola). USAID achieved 99.3 percent of the revised target for FY 2015 Q4 disbursement of funds. To ensure that funds are utilized in a timely manner, USAID launched an ambitious and wide-ranging technology scaling effort (including drought-tolerant maize, legumes, etc.) which will help to ensure funds will be disbursed.

Disbursement of funds demonstrates continued progress in food security programs, both in USAID missions and through the Bureau for Food Security’s centrally-managed mechanisms. FTF programs assist farmers and food producers to use new technologies and management practices to improve crop yields and create additional sales.

As this indicator tracks disbursements against the 2009 L’Aquila pledge, which make up a portion of USAID funding supporting the FTF initiative, this indicator will be dropped in FY 2016. USAID has disbursed 91 percent of funds obligated towards the pledge, as of the end of FY 2015.



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Indicator Methodology

Data source: This indicator tracks USAID disbursements against pledges to the L’Aquila Food Security Initiative, which was launched at the 2009 G-8 Summit. USAID’s contribution to the L’Aquila pledge comprises obligations from FY 2010 – FY 2012 resources. Disbursement data for this indicator are taken from USAID’s financial management system. Data reflects only USAID’s contribution to FTF, which is a whole of government initiative.

Data quality: USAID’s financial management system provides real time information on disbursements. The validity of information is subject to the Agency’s internal controls. (For details, refer to USAID’s Automated Directive System [ADS] Chapter 596 <http://www.usaid.gov/sites/default/files/documents/1868/596.pdf>).

Performance Goal 1.2.2: Strengthening Gender Integration in Development Programming

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

Performance Goal Overview

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

The overarching policy framework that guides U.S. efforts to empower women and girls, reduce gender inequalities, and combat gender-based violence around the world include:

- [Secretary Clinton’s Policy Guidance on Promoting Gender Equality to Achieve our National Security and Foreign Policy Objectives](#)
- [USAID’s Gender Equality and Female Empowerment Policy](#)
- [United States National Action Plan on Women, Peace, and Security, to strengthen conflict resolution and peace processes through the inclusion of women](#)
- [U.S. Strategy to Prevent and Respond to Gender-based Violence Globally](#)
- [Ending Child Marriage & Meeting the Needs of Married Children: The USAID Vision for Action](#)



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U.S. efforts to promote gender equality and women's empowerment cut across many sectors. The U.S. seeks to: reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services; reduce gender-based violence and mitigate its harmful effects on individuals in all sectors; 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 gender gaps, U.S. activities seek to promote women's and men's leadership and participation. The United States supports the integration of gender equality and female empowerment considerations in economic growth, agriculture and food security, education, conflict mitigation and resolution, civil society and the media, and climate change. For example, the United States supports a range of activities that strengthen and promote women's participation and leadership in peace building, civil society, and political processes in order to address and mitigate challenges impacting women's ability to participate meaningfully in important decisions and processes that affect them, their families, and their communities and nations.

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

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

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

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

To measure progress in this effort, USAID's Bureau for Food Security (BFS) annually tracks the "Number of sex-disaggregated indicators where reporting indicates improvements toward gender integration for food security programming." BFS has also been a leader in measuring and learning about women's empowerment with the Women's Empowerment in Agriculture Index (WEAI). The WEAI is the first comprehensive and standardized measure to directly capture women's empowerment and inclusion in the agriculture sector. BFS also developed the Gender Integration Framework (GIF), an interactive tool to advance evidence-based program design and promote FTF objectives of inclusive agricultural sector growth and women's economic empowerment. In FY



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2015, BFS staff continued to conduct trainings, workshops, and webinars to ensure that learning from the WEAI and the accompanying GIF are applied to all aspects of FTF. As a result, the WEAI and GIF have been used to inform program planning and implementation eleven times. For example, a primary component of research by the Feed the Future Innovation Lab for Soybean Value Chain Research focuses on assessing issues of gender equity and the role of women within sustainable soybean systems in Ghana, Kenya, Mozambique, and Senegal. In Bangladesh, the Strengthening Partnerships, Results, and Innovations in Nutrition Globally project used the WEAI to structure a qualitative study on home gardens and decision making. In addition, BFS held a webinar with partners in September 2015 to discuss the evolution of the WEAI and outline next stages for WEAI development, including the abbreviated WEAI and the project-level WEAI. These new tools were developed to reduce the time required to administer the survey and improve WEAI modules that were difficult to administer in the field.

Performance Goal Progress Update

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	30%	40%	50%	60%
Result	45%	53%		

Indicator Analysis

The results on this indicator for FY 2015 significantly exceeded the target. There are several factors likely to have influenced this outcome. The Standard Foreign Assistance Gender Indicators are designed to be cross-cutting. This gives USAID Bureaus, Missions and Offices the flexibility to apply these indicators to measuring the gender equality and female empowerment results in multiple sectors. Since the Standard Foreign Assistance Gender Indicators were first developed in 2011-2012, USAID’s Gender Advisors, Gender Points of Contact and Gender Champions have reached out to help Operating Units (OU) adopt these indicators through advocacy, training and technical assistance. Online training courses, such as, *Gender 102: Putting ADS 205 Into Action* and *Gender 103: The Roles and Responsibilities of Gender Advisors and POCs* give guidance on how to use the Standard Foreign Assistance Indicators and integrate gender into performance measurement. The five-day in-person staff trainings on *ADS Chapter 205: Integrating Gender Equality and Female Empowerment in USAID’s Program Cycle* helped OUs to learn the procedures for reporting on the Foreign Assistance Gender Indicators in FY 2015. Further, collaborative processes for engaging Washington offices and field offices in program cycle activities, for example, to prepare country/regional development cooperation strategies (CDCS/RDCS) and project appraisal documents, have presented opportunities to encourage uptake of these indicators. The efforts to better socialize the indicators will continue over the coming years to expand USAID-wide reporting on the Standard Foreign Assistance Gender Indicators.



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Indicator Methodology

Data Source: The data for this indicator are taken from the performance reports submitted by Department of State and USAID Operating Units through the PPR in the Foreign Assistance Coordination and Tracking System.

Data Quality: Each Mission that collects data against any of the standard indicators must complete the standard Data Quality Assessment (DQA). There are some possible sources of error in these data. First, missions may enter data incorrectly. Examination of the data this year during the PPR review window did not reveal many apparent errors. Second, there may be errors of omission in that OUs that could report on the indicators are not doing so. One of the main goals of the continued socialization of the indicators in FY 2016 will be to ensure that OUs that could report on one or more of the indicators are doing so.

Key Indicator: Number of sex-disaggregated indicators where reporting demonstrating improvements toward equality in gender integration for food security programming

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	8	9	5	5
Result	8	7	8		

Indicator Analysis

FY 2015 results are slightly below the target, but demonstrate a continued positive trend in improved gender equity in food security programs. Improvements may be attributed to USAID’s ongoing efforts to improve female participation and gender equity in food security programming, as well as better reporting as more food security agriculture programs are able to collect sex-disaggregated data.

USAID has reduced out year targets, as certain indicators already demonstrate good gender parity between female and male participants. Given the variance in programs each year, it is unlikely these indicators will show continued improvements, when compared to the previous year, despite maintaining overall gender parity for participants. In addition, some food security programs aim to address underlying causes of female disempowerment by actively targeting female participants, which would not promote gender parity in the number of participants. For example, the Feed the Future Bangladesh Women’s Empowerment Activity will enhance women’s leadership, income, assets, and decision-making by training members of women’s groups in entrepreneurial literacy life skills, leadership, and knowledge of rights and available resources, to encourage women to pursue shared goals of savings, credit for productive use, or market access.

USAID will continue to focus efforts to improve gender parity for indicators that have the largest differences in the proportion of female and male participants.



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Indicator Methodology

Data source: FY 2015 Performance Reports for Bangladesh, Brazil, Burma, Cambodia, Democratic Republic of the Congo, Ethiopia, Georgia, Ghana, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Kyrgyz Republic, Lebanon, Liberia, Malawi, Mali, Mozambique, Nepal, Nigeria, Rwanda, Senegal, South Africa, Tajikistan, Tanzania, Timor-Leste, Uganda, Zambia, Zimbabwe, USAID Bureau For Food Security, USAID Central America Regional, USAID East Africa Regional, USAID Regional Development Mission-Asia, USAID Sahel Regional, USAID Southern Africa Regional, and USAID West Africa Regional, as reported in the FTF Monitoring System. This system is used to collect results data for FTF initiative-funded activities.

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.

(For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).

Performance Goal 1.2.3: Resilience to Recurrent Crisis

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

Performance Goal Overview

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

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

The challenges of building resilience to recurrent crisis are significant. First, people and places at the intersection of chronic (and deep) poverty and exposure to risk and, as a result, subject to recurrent crisis have been historically treated as a perpetual humanitarian risk, and otherwise neglected by development actors. To address this head-on, USAID has placed building resilience to recurrent crisis in the Horn, Sahel and elsewhere firmly on both its development and humanitarian agendas by leveraging humanitarian and development



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perspectives and resources through joint analysis, planning and sequencing, layering and integration of programs to build resilience in areas targeted by these efforts.

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

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

Performance Goal Progress Update

Key Indicator: Number of people trained in disaster preparedness as a result of U.S. assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	16,805	34,428	34,804	29,628
Result	12,396	26,768	28,647	148,714	106,923		

Indicator Analysis

FY 2015 showed a decline in the number of people trained in disaster preparedness as a result of U.S. government assistance when compared to FY 2014, however the target was still exceeded.

This indicator is defined as individuals who have attended U.S. government funded disaster risk reduction and preparedness training programs. Disaster preparedness includes: risk identification, analysis, prioritization, and reduction activities; the design and implementation of regional, national, local, or community level hazard reduction policies and plans; early warning systems, as appropriate; and identification of roles and responsibilities in preventing, responding to, and recovering from disasters.

Indicator Methodology

Data source: FY 2015 Performance Reports by partners through the Office of U.S. Foreign Disaster Assistance’s (OFDA) ART reporting system. The data is submitted by partners under the Risk Management Policy and Practice Sector. The numbers above are an aggregate of the following two OFDA standard indicators: 1) “Number of people trained in disaster preparedness, mitigation, and management, by sex” and 2) “Number of people participating in training, by sex.”



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The greatest number of people trained in DRR were observed in the Building a Culture of Resilience in Afghanistan’s Provinces which reached over 17,000 beneficiaries in FY 2015 Q4 alone.

Data quality: This indicator does not measure the quality, effectiveness, or applicability/appropriateness of disaster preparedness training. Without follow-up or standardization of curricula, this indicator is subject to some over-reporting. 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. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).

Key Indicator: Number of communities and stakeholders involved in the development of plans, policies, and strategies related to hazard risk reduction

	FY 2014	FY 2015	FY 2016	FY 2017
Target	60	60	N/A	N/A
Result	117	N/A		

Indicator Analysis

OFDA no longer tracks the number of communities and stakeholders involved in the development of plans, policies, and strategies related to hazard risk reduction. OFDA has found that the data for this indicator is not a reliable measure of the office’s work in disaster risk reduction. To track the office’s work in DRR, OFDA reports on the number of people trained in DRR each year. The data available for this indicator is more reliable and comprehensive than the data for the indicator measuring stakeholders. The fact that OFDA has stopped tracking the number of communities and stakeholders involved in the development plans, policies, and strategies related to hazard risk reduction does not mean that the office has stopped funding important DRR work that involves key community stakeholders. The office continues to fund important DRR initiatives and believes that the most accurate and representative way of reporting on this aspect of our work is by reporting the number of people trained in DRR.

Indicator Methodology

Not applicable.



Strategic Goal 2: Strengthen America's Foreign Policy Impact On our Strategic Challenges

Strategic Objective 2.1: Build a New Stability in the Middle East and North Africa

Strategies for Achieving the Objective

The United States will build regional stability by working toward a comprehensive Middle East peace; forging strong partnerships to address regional threats; supporting economic growth and prosperity; and promoting democratic governance and political reforms, among other measures.

Working to preserve the possibility of a two-state solution to the Israeli-Palestinian conflict, and toward a comprehensive regional peace:

The achievement of a negotiated two-state solution to the Israeli-Palestinian conflict remains a core U.S. national security objective. The U.S. government pursues this foreign policy objective by working with both parties to try to preserve the possibility for a negotiated settlement and by supporting Palestinian institution-building so that a future state will possess the capacity to govern, provide services, and ensure security and stability within its borders and with its neighbors.

Build strong partnerships to address regional security threats:

The United States is building strong partnerships to address regional security threats. U.S. strategic partnerships, globally and within the region, enhance our security efforts on counterterrorism and nonproliferation.

The United States will continue to work with the global Counter-Da'esh Coalition to degrade and defeat Da'esh in Iraq, Syria, Libya, and other locations. The United States will empower our partners in the region to combat Da'esh by providing security assistance to build their military capacity and will provide financial and technical assistance to support stabilization efforts in areas liberated from Da'esh. The United States will also coordinate broad efforts to counter terrorist financing and the flow of foreign fighters within and through the region. The United States will provide, and encourage others to provide, humanitarian assistance to help mitigate the displacement and refugee crisis caused by violence in Iraq and Syria. Additionally, U.S. security cooperation and assistance to our partners will cover all aspects of counterterrorism, including legal frameworks and rights-respecting security approaches. The United States will undertake efforts to prevent and mitigate extremism, sectarian conflicts, and mass atrocities, and will counter Iran's destabilizing activities in the region. The United States will also emphasize our work with states undergoing democratic transitions to assist them in establishing the capacity to provide a stable and rights-respecting domestic security environment.

The United States will continue to work with the P5+1 (the United States, United Kingdom, Germany, France, Russia, and China, facilitated by the European Union), the broader international community, and international organizations like the International Atomic Energy Agency (IAEA) to ensure that Iran meets its commitments under the Joint Comprehensive Plan of Action (JCPOA) to ensure that its nuclear program remains exclusively peaceful and that it complies with its obligations under the Nuclear Nonproliferation Treaty (NPT), and relevant UN Security Council resolutions.



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The United States, in cooperation with its P5+1 partners, has achieved a comprehensive deal with Iran that has cut off all Iran's pathways to acquiring sufficient fissile material for a nuclear weapon. Syria's accession to the Chemical Weapons Convention was a major accomplishment. In cooperation with like-minded international partners, the United States has dismantled one of the largest remaining chemical weapons arsenals in the world and eliminated those weapons as a strategic threat to Israel.

The United States will work with international partners to ensure that Syrian chemical weapons are removed and eliminated and that Syria complies with the Chemical Weapons Convention, UN Security Council resolutions, and Organization for the Prohibition of Chemical Weapons requirements. The United States will continue to deliver humanitarian assistance to affected communities inside Syria and in neighboring countries, and to work to achieve a negotiated political solution that ends the violence in Syria and begins a political transition.

The conflict in Yemen that began when Houthi rebels took over the capital and prompted the legitimate government to take exile in Saudi Arabia has killed over 2,500 Yemenis, wounded over 5,000 others, created a humanitarian crisis, and opened space for AQAP and Da'esh to operate. The United States will continue to support the Saudi-led coalition's campaign to defend the Saudi border from Houthi attacks and to return the legitimate government to Yemen. At the same time, the United States will press all parties to participate in UN-mediated political talks, will support transition agreements that emerge from that process, and will press all parties to increase humanitarian access and take steps to reduce civilian casualties.

In Libya, the United States continues to provide strong support for the UN-facilitated Libyan political process that aims to heal Libya's political divisions and complete formation of the Government of National Accord. The political process has taken several significant steps forward in recent months. Libyans representing diverse factions signed the Libyan Political Agreement in December 2015 and the House of Representatives approved the Agreement in January 2016, endorsing members of the Presidency Council. The Libyan political process remains fragile, but it is the best path for Libya to form the unified national government it needs to partner with the international community and address the threat of terrorism, its serious economic and humanitarian challenges, and migrant flows. At the same time, the growing threat from Da'esh in Libya underscores the urgency of finalizing the formation of the new government. The United States will not hesitate to defend U.S. national security interests and is committed to dislodging Da'esh from Libya.

The Syrian regime could resist a negotiated settlement to its current situation. Terrorist organizations may take advantage of regional instability, fragile security environments in transition countries, and ongoing conflicts to launch attacks. Governments backsliding on democratic transitions could further endanger long-term regional stability. The United States must continue to undermine the violent extremist narrative by encouraging states to establish democratic and accountable institutions thereby supporting our needs to advance our broader regional security priorities.

Promote economic growth, job creation, open markets, and energy security:

The United States will address economic marginalization through the promotion of economic growth, job creation, open markets, and energy security. Economic growth and inclusive prosperity fueled by private sector development, increased investment, and inclusive employment are fundamental to regional stability and to



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counter the terrorist narrative. Sound regulatory, economic, education, and health policies are needed for enduring private sector expansion and stable employment. Achieving these goals requires coordination with partners to design and implement reforms. The United States will partner with governments and the private sector in the region as they develop economic incentives, protect critical infrastructure, and achieve local backing for reforms. The United States will support implementation of projects that increase access to finance for small and medium enterprises. The U.S. Government will encourage sound fiscal and economic policies and improved regulation to attract private investment and spur growth. The United States also will support development of improved regulatory and rules-based markets to attract foreign investors to the region, including U.S. businesses.

The free flow of energy resources to the global economy is critical to promoting economic prosperity. The collapse of the global oil market will continue to have profound negative effects in the region. It is unclear how long it will last and could be affected by the re-entry of Iranian oil into the market, which will also lead to a fight for market share during a current glut of supply. Regional conflicts, security deterioration, and increased acts of terrorism would deter investment, undermine growth, and threaten energy supplies. The influx of Syrian refugees into neighboring countries could have a crippling effect on the respective country's financial stability. The United States will work to sustain the positive synergies and mutual reinforcement between security, democratic political reforms, and economic growth.

Promote improved, democratic governance, empowered and effective civil society, and respect for the rule of law and human rights:

The United States will continue to support democratic governance, civil society, and respect for the rule of law and human rights. Responsive, inclusive, and accountable governance serves as the strongest foundation for long-term regional stability. Governments and societies that are more inclusive, equitable, and representative are better positioned to address challenges and to partner with the United States. The United States will, therefore, promote government institutions that are democratic, responsive to citizens, respect minority rights, and deliver public services transparently and equitably; legislatures that represent constituent interests; and expanded opportunities for meaningful political participation by all citizens. Many civil society groups in the region lack capacity. The United States will support the development of civil society that is effective, empowered, and able to interact constructively with government. And the United States government will work to strengthen and improve legal systems and weak government institutions in the region, expand access to justice, promote greater respect for human rights, and empower women, minorities, and other marginalized groups.

Factors beyond the U.S. government's control may affect our efforts in the region. The Syrian regime could resist a negotiated settlement to the conflict. Terrorist organizations may take advantage of regional instability, fragile security environments in transition countries, and ongoing conflicts to launch attacks. Governments rejecting or backsliding on reform could further endanger long-term regional stability. Other factors that may affect our efforts include: a decline or slow-down in traditional markets; decreases to historically reliable regional donor countries (as a result of persistently low oil prices on wealthier, more stable countries in the Gulf and North Africa); setbacks to the global economic recovery which have helped stabilize the impact of economic



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downturn; and unsustainable economic policies and high unemployment in the MENA region. Regional conflicts, security deterioration, and increased acts of terrorism could deter investment, undermine growth, and threaten energy supplies. The influx of Syrian refugees into neighboring countries also places added financial costs and demands on the infrastructure in hosting communities, as well as on social services, such as education and health care.

Countries in the region face serious challenges, including stagnant growth and lack of economic opportunity; internal and cross-border conflicts and associated refugee flows; resource scarcity; religious and ethnic tension and discrimination; and a demographic youth bulge. Responsive and accountable governments are more capable of addressing those challenges, and are committed to use our engagement, influence, and assistance to help address them.

Strategic Objective Progress Update

The Department of State and USAID, in consultation with the Office of Management and Budget, have highlighted this objective as a focus area for improvement.

The region's crises, particularly the on-going regional conflict against Da'esh in Syria and Iraq, pose serious challenges to regional stability and our national interests. Neighboring states, including Lebanon, Jordan, and Turkey are struggling to cope with significant refugee flows, spillover violence, and, in the case of Lebanon, serious threats to political stability. Da'esh's growing presence in Libya and Yemen as well as the instability posed to Tunisia, Egypt, and the Gulf further challenge stability and security. Across the region, the need for improved security will continue to demand our attention and resources to deal with immediate threats and rapidly changing developments on the ground. Recent events have again demonstrated the need to look beyond traditional security concerns and to consider the full range of issues that impact and contribute to regional stability. The current crisis in Syria and Iraq's struggle against Da'esh, the breakdown in national governments in Libya and Yemen, as well as the dramatic economic challenges faced by oil-exporting countries embody these complex challenges. In addition, finalizing the JCPOA and ensuring that Iran's nuclear program remains exclusively peaceful remains a top priority; it is clear that terrorist groups active in the region continue to seek the capability to attack our allies, our interests, and homeland and that the region's strategic energy supplies are vital to support a growing global economy. Regional stability and Middle East peace efforts will also continue to impact Israel's security.

In an effort to respond to both immediate security and to develop long-term security capacity, U.S. efforts continue to build security partnerships with key states. The U.S. assistance continues to help ensure that Israel maintains its qualitative military edge (QME) over potential regional threats, preventing a shift in the security balance of the region and safeguarding U.S. interests. Through U.S. government support, successful police training program for the Palestinian Authority Security Forces (PASF), increased support for the Tunisian security forces and our strong support of the Lebanese Armed Forces (LAF) continue to bolster stability in the region. Such progress on the security side has been met with modest success on the political side, where the U.S. government has supported democratic political processes in several countries in the region, with particular success in Tunisia. The United States has also worked closely with the United Nations in Libya and in Yemen to support their negotiations for peaceful resolution of conflict.



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To ensure stability and prosperity, governments must be responsive to the demands of their populace. A new approach to promoting stability is built on the premise that increased democracy with respect for the rights of all citizens, including a focus on increased gender equality and right of minorities, will benefit both the region and the United States. Therefore, regional stability must be rooted in a foundation of responsive and accountable governance, inclusive economic growth, the advancement of the status of women and girls, and rights-respecting and capable security institutions. This strategic objective remains a challenge as governments in the region are increasingly wary of civil society and are developing new methods of restricting support to civil society and democratic processes. The U.S. government will continue to work with partners to build a new stability in the MENA region, including by working toward a comprehensive Middle East Peace; building strong partnerships to address regional threats; supporting economic prosperity; and promoting inclusive democratic governance and political reform, among other measures. Success in this endeavor is essential to U.S. global interests, and developments in the region will continue to have a direct impact on U.S. national security; achieving policy goals requires committing resources equal to the challenges faced.

Performance Goal 2.1.1: Expanded Trade and Investment in the Middle East and North Africa (MENA)

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

Performance Goal Overview

Unsustainable fiscal policies, challenging business environments, and political instability in the MENA region all hinder increased trade and investment. The United States will promote the economic reforms necessary to combat those challenges, including helping countries to improve their public financial management, undertake regulatory improvements, transition to more targeted and efficient social safety nets, and improve government transparency and accountability. The United States will also pursue bilateral and multilateral measures to reduce trade barriers and promote the region's integration into the global economy, including trade and investment framework agreements, bilateral investment treaties, and implementation of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA). Progress on these efforts will lead to increased trade and investment, ultimately creating jobs, facilitating economic stability, and laying the foundation for broad-based economic growth in the region. Businesses in the United States will benefit from expanded trade and investment opportunities created by improved business climates and more open markets. Because trade and investment are affected by regional and domestic stability, improved governance and transparency, and the rule of law, measuring progress on this performance goal can also provide an indirect indication of broader trends in the region.

Performance Goal Progress Update

Trade is a major factor in almost all job growth success stories. However, weak integration with the global economy prevents the MENA region from benefiting from global markets, sources of innovation, competition, and investment. Promoting the development of additional trade capacity and the enabling domestic conditions needed to support expanded investment remain a priority for the U.S. government. Unwavering U.S.



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commitment to Israel’s security is a longstanding cornerstone of U.S. policy in the Middle East. The United States is committed to ensuring that Israel is able to defend itself against a wide range of conventional and unconventional threats. U.S. assistance helps ensure that Israel maintains its qualitative military edge (QME) over potential regional threats, preventing a shift in the security balance of the region and safeguarding U.S. interests. U.S. assistance to Israel is aimed at ensuring that Israel is sufficiently secure to take the historic steps necessary to reach a peace agreement with the Palestinians and for comprehensive regional peace.

Economic growth and inclusive prosperity fueled by private sector development, increased investment, and inclusive employment are fundamental to regional stability. As Secretary Kerry has stated, building a new stability in the Middle East requires providing clear and appealing alternatives to violent extremism. These alternatives must address economic prosperity and development in the region.

As such, a focus of U.S. government programming is supporting the transition of MENA countries from relatively closed political and economic systems to more open societies that are better able to take advantage of, and benefit from, global markets. The Administration is currently pursuing three protocols in the region: 1) the Gulf Cooperation Council Trade and Investment Framework Agreement (GCC-TIFA); 2) a Bilateral Investment Treaty (BIT) with the Government of Kuwait; and 3) developing a roadmap for a Free Trade Agreement with Tunisia. Meanwhile, discussions with a host of other countries in the region are also occurring. USAID continues to provide technical assistance to support regional partners in meeting their commitments to the WTO Trade Facilitation Agreement through two regional pilots.

The security situation in the Middle East remains a challenge to private sector growth and development, and growing unemployment rates pose a threat to the security and stability in many countries in the region. At the same time, there is also strong demand in the region for business development services and job creation programming that imparts relevant, marketable skills, particularly for the region’s large youth population. In FY 2015, USAID and MEPI programming supported private sector growth to promote expanded and equitable employment opportunities, in the MENA region. Programming focused on strengthening market linkages, improving access to capital for small and medium enterprises, and supporting job creation through demand-driven vocational training and job matching programs. Workforce development programming presents a continued opportunity to reinforce economic gains and provide youth with the skills needed to effectively enter the labor market and contribute to private sector growth and development throughout the region.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	7	7	7	7
Result	7	7	7		



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Indicator Analysis

FY 2015, USAID met its target of implementing demand-driven workforce development programming in seven countries in the MENA region, with a focus on decreasing youth unemployment rates. Programs were implemented in Egypt, Iraq, Jordan, Lebanon, Yemen, Tunisia, and West Bank/Gaza. In the next fiscal year, USAID will continue to implement workforce development programming in these countries in support of expanded and equitable employment opportunities in the MENA region and decreased youth unemployment rates.

Similarly, MEPI supported demand-driven workforce development programming in Tunisia, Egypt, and Yemen in FY 2015; and it will support similar programming in Algeria, in addition to Egypt and Tunisia. MEPI programming in FY 2015 supported private sector growth and development through programs aimed at improving access to finance in Egypt, expanding franchising opportunities in Tunisia, and improving company registration procedures in Jordan, Morocco, Bahrain, and Kuwait.

Indicator Methodology

Indicator data was provided by the Economic Growth Team in USAID’s Middle East Bureau.

Key Indicator: MENA region Trade Accords and Protocols

	FY 2014	FY 2015	FY 2016	FY 2017
Target	At least one country participates in exploratory talks on trade and investment protocols.	At least two countries participate in exploratory talks on trade and investment protocols.	Hold negotiating rounds with at least three countries on trade and investment protocols.	Conclude at least three new trade and investment protocols.
Result	3	4		

Indicator Analysis

The purpose of this indicator is to track any and all agreements, binding and non-binding, that advance U.S. trade goals in the region. This includes intra-regional trade and trade between the U.S. and MENA countries. In FY 2015, exploratory talks for a Trade and Investment Framework Agreement (TIFA) were conducted with Tunisia, Egypt, Qatar, and the GCC – each of these talks being at varying stages. For instance, the USG is encouraging Tunisia to continue with a range of economic reforms that may eventually put them in a position to negotiate a free trade agreement. While there are multiple lines of effort that could be used to satisfy reporting requirements, this indicator currently reflects three lines of effort: the Office of Regional and Multilateral Affairs in the Bureau of Near Eastern Affairs (NEA/RMA), the U.S. Trade Representative (USTR), and the Bureau of Economic Affairs (EB).



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Indicator Methodology

Data source: This information was provided by NEA/RMA and EB (with confirmation by the USTR).



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Strategic Objective 2.2: Rebalance to the Asia-Pacific through Enhanced Diplomacy, Security Cooperation, and Development

Strategies for Achieving the Objective

The United States has strong and historic strategic ties and trade linkages with the Asia-Pacific, which is home to the world's fastest growing economies. Treaty alliances with Australia, Japan, the Philippines, the Republic of Korea (ROK), and Thailand form the foundation of our strategic position in the Asia-Pacific. To meet transnational threats of terrorism, violent extremism, cybercrime, narcotics, people and wildlife trafficking and nuclear, chemical, and biological proliferation, the United States supports Asia-Pacific partners as they adopt internationally recognized legal and policy frameworks, and build their capacity to deter and mitigate these pressing threats. The U.S. government is also modernizing development relationships with key U.S. allies and regional partners in the Asia-Pacific region to strengthen their ability to respond to cross-border threats that undermine security, from natural disasters to health pandemics. In cooperation with the Department of Defense and other national security agencies, our diplomats and programs help maintain peace and security across the Asia-Pacific through efforts to achieve verifiable denuclearization of the Korean Peninsula, halt North Korea's proliferation activities, maintain freedom of navigation, discourage aggressive acts, and promote increased transparency in military activities.

The United States' comprehensive economic agenda for the region combines expansion of trade and investment with greater regional economic integration. U.S. trade and investment ties with the Asia-Pacific region underpin the nation's prosperity and influence across the region. The United States is promoting development of a rules-based regional economic and trade framework that provides an open and fair commercial environment. Concluding the Trans-Pacific Partnership (TPP) agreement, the centerpiece of our economic strategy in the region, and the most important step we can take to advance prosperity in the Asia-Pacific. The TPP, with 12 members uniting Asia and the Western Hemisphere across the Pacific Rim, will foster economic growth and facilitate regional economic integration as membership expands. In collaboration with other U.S. government agencies and the private sector, the Department will also build on past successes within the Asia-Pacific Economic Cooperation (APEC) forum to foster trade and investment liberalization and strengthen regional economic integration, including initiatives on climate change and environmental protection, disaster resiliency, and health security. The U.S. government is conducting sustained diplomatic efforts to reduce greenhouse gas emissions among Asia's biggest economies. The U.S. will continue development assistance to foster trade ties, entrepreneurial activity, cleaner and more secure energy, food security, and economic empowerment of women and other vulnerable populations in the region and youth engagement. Continued U.S. support for Taiwan maintains peace and stability in the Taiwan Strait, underpins economic and commercial relations with our 10th largest trading partner, and reinforces U.S. support for democracy and human rights.

The United States is modernizing its treaty alliances to provide the flexibility to effectively respond to traditional and non-traditional security challenges. The United States seeks to strengthen partner capabilities and policies to address shared challenges and to bolster a rules-based order that operates in accordance with international laws, norms, and standards. Strengthened partnerships with Burma, Indonesia, Malaysia, and Vietnam contribute to regional stability and prosperity. A constructive relationship with China will strengthen U.S.



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national security, promote trade and economic growth, and help address transnational challenges. The United States' engagement with Burma supports and encourages its political and economic reforms and national reconciliation. Mongolia, New Zealand, and Pacific Island countries are important partners through their contributions to peacekeeping activities, UN votes, and efforts that align with our international economic and security priorities. People-to-people activities, including continued outreach to international exchange alumni, play a critical role in building support within these countries for sustained partnerships with the United States.

Across the Asia-Pacific, the United States is promoting democracy and improved governance, quality health and education, food security, strengthened disaster preparedness/emergency response, and improved environmental stewardship. Democratic development will contribute to greater civilian security, stability, and prosperity and stronger ties throughout the region. Strong democratic institutions and responsive governments provide the framework that paves the way for solid economic growth, improved health outcomes, greater food security, effective education systems, strengthened emergency response, adaptability to climate change, and stronger livelihoods overall.

Strategic Objective Progress Update

Reinvigorated Treaty Alliances:

The United States has strengthened its treaty alliances, including securing new agreements with Australia, Japan, the ROK, and the Philippines, while maintaining its long-standing alliance with Thailand. It has enhanced its defense posture in the region and prioritized Asia for our most advanced military capabilities. The United States launched the Global Cooperation and Training Framework (GCTF) with Taiwan in June 2015 to strengthen cooperation on training and capacity building initiatives that benefit third countries and address regional challenges. The U.S. held a successful U.S.-Japan-Australia Trilateral Strategic Dialogue and U.S.-Japan-ROK Ministerial dialogue.

The Department continued efforts to closely coordinate with the ROK and our other Six-Party partners to press the Democratic People's Republic of Korea (DPRK) to denuclearize. The State Department supported ROK efforts to improve inter-Korean relations. U.S.-Japan-ROK trilateral engagement, including on the DPRK and other issues, has continued. The DPRK's failure to demonstrate it is serious about denuclearization has prevented denuclearization negotiations, but the Department has expanded the international consensus in opposition to DPRK nuclear and missile development. The United States has worked with its partners at the UN to expand international sanctions through two new UN Security Council resolutions (2087 and 2094) and additional UN sanctions designations, and to fully implement existing sanctions. This included unprecedented outreach to support implementation of UN sanctions against the DPRK's major global shipping firm.

Deepen Ties with Emerging Powers, Including China:

The United States has strengthened its partnerships with emerging powers throughout the region. The U.S. has fostered a more durable and productive relationship with China, defined by expanded areas of practical cooperation on global challenges, and constructive management of differences. The annual Strategic and Economic Dialogue (S&ED) – last held in June 2015 – has served as a unique platform to promote bilateral



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understanding, expand consensus, discuss differences, build mutual trust, and increase cooperation. The strategic track of the S&ED has produced benefits for both countries through a wide range of joint projects and initiatives and expanded avenues for addressing common regional and global challenges such as proliferation concerns in Iran and North Korea, tensions between Sudan and South Sudan, peacekeeping, climate change, oceans conservation, and global health security.

The U.S. also hosted the Strategic Security Dialogue with China in June 2015, which allowed senior civilian and military leaders in China to hear U.S. concerns on critical issues like the South China Sea and cyber security. During President Xi Jinping's visit in September 2015, USAID and the Chinese Ministry of Commerce signed a Memorandum of Understanding on development cooperation issues setting a framework for further cooperation in areas including sustainable development; food security; public health and global health security; humanitarian assistance and disaster response; and cooperation through multilateral institutions. While significant concerns remain regarding cybersecurity, the United States succeeded during the Xi visit in getting a commitment from China to refrain from cyber enabled theft for commercial gain, to investigate cybercrimes, and to hold senior-level dialogue on cybercrime and cyber security. Finally, with China's constructive engagement, the global community came together in Paris in December to finalize a comprehensive agreement to combat climate change.

The United States is engaging India, a key partner in Asia, through the leader-level U.S. – India Joint Strategic Vision for the Asia-Pacific and Indian Ocean Region, and by holding the first meeting of the U.S.-Japan-India Ministerial dialogue. The U.S. has fostered a more durable and productive relationship with China, defined by expanded areas of practical cooperation on global challenges, and constructive management of differences, including developing effective responses to future DPRK provocations, announcing joint climate change targets, and improving people-to-people ties. After the November 2014 expansion of validity for business travelers and tourists, the State Department has processed 53 percent more visas in 2015 over the previous year. The Department has deepened partnerships with Indonesia, Malaysia, Singapore, Vietnam and India, and strengthened its unofficial relationship with the people of Taiwan. The Department will continue to support Burma's transition to democracy.

Regional Institutions:

The President has made an unprecedented commitment to strengthening the role of organizations in the region, including APEC and those that are centered on the Association of Southeast Asian Nations (ASEAN), such as EAS, the ASEAN Regional Forum (ARF), and the ASEAN Defense Ministers Meeting Plus (ADMM-Plus). As the President's participation in both the U.S.-ASEAN Summit on November 21, 2015 and the East Asia Summit (EAS) leaders meeting in Kuala Lumpur on November 22, 2015 demonstrated, the U.S. is working to strengthen the EAS's role in its 10th anniversary as the premier organization for addressing political and security issues at the leader level, and bolster its institutional ability to respond to crises, implement leaders' decisions, and direct the activities of other multilateral frameworks. Through the Lower Mekong Initiative (LMI), the U.S. is advancing key policy priorities of the Rebalance to the Asia-Pacific, including the Shared Prosperity Agenda to promote equitable and sustainable growth, and Women's Empowerment. The Master Plan of Action (POA) to Implement LMI 2016



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2020 was endorsed by Secretary Kerry and LMI Foreign Ministers on August 4, 2015 at the LMI Ministerial Meeting.

The United States has continued to expand engagement with the Asia-Pacific's regional institutions, which has allowed close collaboration on shared challenges -- from preventing the horror of human trafficking to countering violent extremism, to stemming the flow of foreign terrorist fighters. To that end, the United States engages regional institutions and groupings such as ASEAN, the ASEAN Regional Forum, East Asia Summit, APEC, LMI, and the Pacific Islands Forum (PIF) to reinforce its bilateral relationships and advance its economic, political, and security interests with regional allies and partners. U.S. engagement with these bodies helps them establish and implement rules and norms consistent with the international norms that promote peace and stability, spur greater economic growth, and enable the region to respond more effectively to security threats and manage crises.

Democracy:

State and USAID have undergirded democratic, governance and human rights reforms in key countries like Indonesia, Burma, and the Philippines. Strong democratic institutions and responsive governments provide the framework that paves the way for solid economic growth, improved health outcomes, greater food security, quality education, strengthened emergency response, adaptability to climate change, and stronger livelihoods overall. The Department has developed a regional component to the President's Stand with Civil Society Agenda and has increased resources for civil society organizations under threat as part of our ongoing efforts to create an enabling environment for civil society organizations. The Department is helping build capable and accountable institutions while also promoting democratic practices, access to information, transparent and responsive governance, and more inclusive participation by marginalized groups in politics and government. State's assistance helped Burma conduct historic elections on November 8, 2015 that saw millions of people voting for the first time and represented a critical step forward in the country's democratic transition. The State Department will continue to work with the people and institutions of Burma to ensure a smooth and effective transition to the new government in April. The Department's continued assistance will strengthen democratic institutions and help develop critically-important civil society. At a December 2012 event, USAID partnered with MTV-Exit, a campaign fighting human trafficking and exploitation by raising awareness, promoting positive behavior change and driving social action, to increase awareness of trafficking in persons, as part of greater efforts to encourage the Government of Burma and local and international non-government organizations (NGOs) to prevent trafficking. In Indonesia, the world's third largest democracy, and largest in East Asia, the Department has provided significant support for good governance and rule of law. Through targeted investments, USAID partners with the Government and people of Indonesia to strengthen a just and accountable democracy that is politically and socially stable. USAID works jointly with Indonesia to tackle development challenges of global consequence — such as infectious diseases and the impacts of global climate change — by harnessing the power of science, technology and innovation. State provided advising and counsel for the rewriting of Vietnam's constitution, ensuring modern and high standard language.

The Department has made progress in increasing international pressure on the Democratic People's Republic of Korea (DPRK) to address its deplorable human rights violations. The Department's DPRK human rights policy has



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focused on giving voice to the voiceless by amplifying defector testimony, increasing pressure on the DPRK to stop these serious violations, and seeking ways to advance accountability for those most responsible. The Department has worked closely with its partners at the UN General Assembly and Human Rights Council to successfully pass strongly-worded resolutions critical of DPRK human rights practices. In December 2014, State convened the UN Security Council's first ever informal discussion of DPRK human rights. The Department continues to meet with recent defectors on a regular basis and to seek ways to continue amplifying their voices, most recently at a UN side event in April. State has hosted an annual conference of like-minded partners to coordinate our efforts on DPRK human rights issues. The State Department will also continue to support programs that promote human rights, democracy, the rule of law, and media freedom in the DPRK; these programs focus on increasing access to sources of information within the DPRK that are not controlled by the government. The Department will continue to engage civil society and the international community on future accountability measures. State supported the creation of a field office under the Office of the High Commission for Human Rights to preserve and document evidence of atrocities committed in the DPRK and the work of the UN Special Rapporteur on DPRK human rights issues.

Regional Economic Integration:

We concluded negotiations of the Trans-Pacific Partnership (TPP): a landmark agreement that establishes strong rules that will phase out tariffs that impede trade; establish the highest labor and environment standards of any trade agreement in history; set high standards for intellectual property; crack down on wildlife trafficking; and promote a free and open Internet for participants.

The United States advances critical trade and investment liberalization initiatives at APEC to increase U.S. trade and investment ties with the Asia-Pacific region, promote economic integration, and contribute to economic growth. Recent initiatives at APEC include addressing barriers to trade impacting environmental goods and services; advancing next generation trade and investment issues such as the digital economy; improving supply chain performance in the Asia-Pacific; promoting good regulatory practices in such areas as public consultations, assessing the impact of regulations, and internal coordination of rule-making; promoting regulatory cooperation in key sectors such as chemicals, life sciences, and autos; working on trade-distorting local content requirements; and promoting trade policies conducive to green growth, such as alignment of standards in the areas of green buildings, smart grid interoperability, and energy-efficiency.

For example, since October 2013, with EAP support, the Asia-Pacific Economic Cooperation (APEC) forum has implemented a robust capacity building program to help developing economies overcome specific obstacles they face in improving supply chain performance in five technical areas. In 2015, EAP support complemented the work of the APEC supply chain connectivity initiative within APEC, through several capacity building programs in partnership with volunteer economies, and in 2016 EAP will continue to support work to promote business enabling environments to promote trade and investment. The prioritization of supply chain improvements is evident in many international trade fora including the recent agreement on the World Trade Organization's (WTO) Trade Facilitation Agreement (TFA). Improving supply chain performance, by reducing supply chain barriers can drive economic growth, strengthen and deepen regional economic integration, and increase trade and investment within the Asia-Pacific region. Economies that offer the most efficient platforms



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to do business are most likely to take advantage of the productivity enhancements, workforce upgrading, employment opportunities, and hence economic growth, afforded by participation in global supply chains.

ASEAN formally launched the ASEAN Economic Community at the end of 2015. The United States would like to further enhance its economic and commercial partnership with ASEAN and ASEAN Member States, leveraging ASEAN's growing economic integration, to increase trade and investment ties and promote the growth of the ASEAN economy led by innovation and a vibrant culture of entrepreneurship that is characterized by good governance and globally competitive opportunities.

Strengthening People-to-People Ties:

Since 2011, the U.S. and Indonesia invested in 200+ Fulbright exchanges annually, including in Science, Technology, Engineering, and Mathematics (STEM) fields. In 2013, American Fulbrighters began teaching at Burmese universities for the first time in over 25 years, and Fulbrighters support reform efforts at Burmese institutions. Launched in 2012 to support ASEAN as an institution, the U.S.-ASEAN Fulbright sends 10 ASEAN scholars to study in the U.S. annually. A U.S.-Malaysia partnership increased Fulbright English Teaching Assistants from 17 to 100 annually to increase English language skills.

Launched in 2013, the Young Southeast Asian Leaders Initiative (YSEALI) empowers emerging Southeast Asian leaders to partner with the United States on economic development, environmental protection, civic engagement and education. For this year's report, about 35,000 young people are engaging online, 525 young leaders learned new skills at regional workshops, 640 exchange participants studied in the United States, and 32 multi-national teams received grants of up to \$20,000. Peace Corps increased volunteer numbers in Indonesia, with over 200 volunteers serving since 2012 as English teachers and teacher trainers. In Burma, Peace Corps began operations in 2015 with the first volunteers slated to arrive in 2016. Since 2012, Peace Corps has sent over 300 volunteers to China, working with China to expand a teacher training program for rural English teachers. Since 2012, the Department increased East Asian and Pacific alumni coordinators by 64 percent, deepening long-term partnership with 97,000 alumni.

For FY 2015, 91 percent of people-to-people exchange participants of the International Visitor Leadership Program (IVLP), Professional Fellows and Fulbright programs from Australia, Japan, South Korea, the Philippines and Thailand indicated at least a minimal improvement in their understanding of the United States, with 68 percent indicating at least a moderate improvement of their understanding. A U.S.-Japan public-private partnership and a bilateral dialogue facilitate educational partnerships and study in each other's countries to increase understanding.

The U.S. completed a major renovation of America Center Korea to draw more Koreans in to learn about U.S. policy and society. The U.S. opened EducationUSA advising centers in Australia to encourage Australian youth to maintain traditionally strong bilateral ties. The Department robustly uses social media to increase understanding of the U.S., with followers engaging daily on topics of mutual interest. Manila's Twitter (280,000 followers, the second highest embassy account globally) and Facebook (over 280,000 followers, in top 10 globally) reaches out to Filipinos dispersed among many islands, while Bangkok's Twitter (65,000 followers) and Facebook (225,000 followers) engage Thai citizenry. Successes in the U.S.-China Consultation on People-to-



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People Exchange include *One Million Strong*, an initiative to ensure one million American students study in China by 2020; the Young Scientist Forum which builds relationships between young American and Chinese scientists; and an exchange which convenes women leaders to tackle issues such as women's entrepreneurship and domestic violence.

Performance Goal 2.2.1: Strengthen Regional Economic Integration

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

Performance Goal Overview

The United States "rebalance" to the Asia-Pacific reflects the recognition that the future security and prosperity of our nation will be significantly defined by events and developments in that region. The State Department's economic engagement in the Asia-Pacific is a key element of the U.S. rebalance policy. Trade and investment liberalization and improved economic integration will support growth and stability in the region, and create job opportunities here at home. The Asia-Pacific is home to some of the world's largest and fastest growing economies, but it is also a region marked by differing levels of development and divergent standards, regulations, and trade and investment regimes. Some of these differences present barriers to trade and investment, including patchy and unclear regulatory frameworks and unnecessary red tape, which raise the difficulty and costs of doing business. State Department and USAID activities within the Asia-Pacific Economic Cooperation (APEC) forum, the Association of Southeast Asian Nations (ASEAN), Lower Mekong Initiative (LMI), and in support of the Trans-Pacific Partnership (TPP) negotiations, aim to overcome these challenges and foster greater regional economic integration.

TPP negotiations are still ongoing due to outstanding issues in a limited number of areas, including market access, intellectual property, and rules of origin. Despite facing a variety of challenges in the domestic political environments of TPP parties, including the United States, the Department has engaged in extensive outreach with our negotiating partners to resolve outstanding issues. Despite these challenges, we have made significant progress towards the conclusion of negotiations and expect negotiations will yield a comprehensive and high-standard TPP agreement that will support jobs and economic growth across the Asia Pacific region. The agreement will help us advance trade and investment ties, labor and human rights, and environmental protection. Completion of the TPP is going to be crucial for expanding market access in the Asia-Pacific for U.S. companies and products and addressing new and emerging trade issues and 21st-century challenges, but also will reflect U.S. priorities and values, especially in the areas of labor and the environment.

APEC Connectivity Blueprint: Envisioned in 2013, APEC Leaders in 2014 endorsed a regional APEC Connectivity Blueprint 2015-2025 in order to bring diverse markets, businesses and people closer together to facilitate trade and investment for delivering greater long-term growth across the Asia-Pacific. This strategic document covers physical, institutional and people-to-people connectivity encompassing goals like increasing tourism flows, creating better public-private partnerships, expanding internet access, improving transportation routes and



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infrastructure, and increasing renewable energy projects. EAP/EP led the U.S. efforts in negotiating this document on behalf of the United States, and all relevant agencies will be reporting progress through their relevant APEC working groups over the next 10 years.

The ASEAN Economic Community launched at the end of 2015 continues to provide a framework for the establishment of a single market and production base in Southeast Asia. In addition to deepening commercial economic engagement with ASEAN in this integrated economy, we will continue to provide technical support and capacity building for a policy environment conducive to trade and investment, entrepreneurship, innovation and sustainable and equitable economic growth. Activities will target trade facilitation efforts, such as the ASEAN Single Window for customs clearance, enhanced access for small and medium-sized enterprises (SMEs) to finance and markets, standards harmonization, and best practices promotion in investment, ICT and SME development.

The United States is sponsoring a statement on Cyber Security Cooperation for the EAS that has so far received wide support. We are supporting Indonesia's EAS Statement on Enhancing Maritime Cooperation, which has received varying degrees of support from Member States themselves but will likely be adopted in November. The U.S. continues to support ASEAN transnational crime mechanisms, through support for the senior officials meeting on transnational crime, and will implement trainings and programs on trafficking in persons in the near future.

The Lower Mekong Initiative (LMI) primarily provides capacity building technical trainings to government, civil society, academia, and others to improve application of best practices in policy-making, infrastructure development, national planning, and other sectors under the six LMI pillars and cross-cutting themes. One example is the Third Country Training Program with Singapore, where the United States and Singapore jointly fund trainings on topics ranging from counterfeit and substandard medications, disaster response, trade facilitation and investment, sustainable urban transportation, the climate health nexus, energy efficient buildings, and other topics for the benefit of LMI and ASEAN members. LMI projects aim to build collaboration on trans-boundary development and policy challenges in the region among LMI partner countries and through technical assistance from U.S. experts and donor partners. In February 2015, the United States participated in the Extraordinary Meeting of Friends of the Lower Mekong. The purpose of the meeting was to hold an interagency, multilateral dialogue on the importance of environmental sustainability in infrastructure development and to raise regional political will to pursue sustainability as a development pathway.

The United States is working to further confidence-building measures in the ASEAN Regional Forum (ARF) by taking a proactive role in sponsoring events, promoting statements and declarations, and building consensus among members. Key steps in this process include working with like-minded members to generate ideas and align viewpoints and cooperating with ASEAN member states to understand their viewpoints and identify regional needs. Milestones achieved included hosting the ARF inter-sessional meeting on maritime security; organizing a workshop to examine the gaps and timing for regional disaster relief exercises; participating in the 2015 ARF Disaster Relief Exercise; authoring a statement approved by ARF foreign ministers to strengthen cooperation on marine environmental protection and conservation; co-chairing a series of oil spill workshops; and organizing workshops to address counter-terrorism and transnational crime issues, including migration and



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assistance for victims of terrorism. Regarding threats to international security, obstacles include the institutional mindset of the ARF and its consensus-based nature, which precludes its ability to take firm, clear, and proactive stances on relevant political security issues.

Performance Goal Progress Update

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

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	N/A	50%	60%	65%
Result	N/A	82%		

Indicator Analysis

This indicator measures whether participants in such activities are applying the learning received when they return to their home agencies and daily jobs. Consequently, participants are equipped with the skills needed to promote policy reforms which contribute to our mutual trade and investment liberalization, regional economic integration, and economic growth goals in the region. This indicator is intended to capture whether participants found it relevant to their job and ministry/office’s mission and will consequently be able to perform their jobs more effectively or whether participants shared the outcomes of the capacity building activity with their colleagues within their ministries at home to affect long term trade liberalization practices. This indicator may also capture whether participants actually applied the learning to make some kind of change domestically in the form of a process change or legal or policy reform, though this outcome is more directly captured through the next performance indicator.

Indicator Methodology

Participants in U.S.-funded APEC capacity building activities will be surveyed electronically one year after the training to ascertain whether and how they have applied what they learned in the training or workshops. The survey is conducted by the implementing partner and included in annual reports. The target refers to the percentage of participants who respond to the survey that state that they have applied learning. There have been challenges with data collection that may impact quality as follows:

- Some training participants are rating themselves as expert in the pre- questionnaire making it impossible for them to improve by 10 percent; and
- Response rates to the follow up survey have been difficult to achieve with some surveys.



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Key Indicator: Percentage of participants in U.S.-funded APEC capacity building activities responding that laws, regulations or processes in their home economy were influenced by the trade and investment liberalization practices shared

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	N/A	3%	5%	7%
Result	N/A	31%		

Indicator Analysis

This indicator will measure whether participants in U.S.-funded capacity building workshops and activities, implemented within the APEC framework, indicate that laws, regulations, or processes in their home economy were influenced by the trade and investment liberalization practices shared, taught, and/or learned during that U.S.-funded capacity building activity. The outcomes measured by this indicator are beyond the direct manageable interest of the program, as policy reforms are the result of many variables beyond the capacity to undertake such reforms. Moreover, reforms are generally time-consuming and would likely occur in the medium-term. This indicator builds on the previous key indicator, and seeks to demonstrate whether the knowledge and skills acquired during U.S.-funded capacity building are influencing policy changes domestically in the short term. Such policy changes would be important steps toward reaching our mutual trade and investment liberalization, economic integration, and economic growth goals in the region.

Indicator Methodology

Participants in U.S.-funded APEC capacity building activities will be surveyed electronically one year after the training to ascertain whether and how information shared during trainings or workshops may have influenced policy changes in that economy. The survey is conducted by the implementing partner and included in annual reports. The percentage share of these respondents stated that what they learned influenced the adoption or amendment of relevant policies in their home economy. Electronic surveys sometimes have low response rates, which may introduce bias into results.

The follow-up survey is being conducted one-year after the workshop. This may introduce recall bias, and it is possible that respondents will have received trainings on the same topics which may contaminate findings.



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

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	N/A	75	57	57
Result	69	58		

Indicator Analysis

This indicator counts the number of meeting events supported directly by the United States Government, by the ACTI or PROGRESS programs, or by other U.S.-supported programs that involve U.S. government officials engaging on the economic and social integration objectives of ASEAN which contribute to the U.S. “rebalance to Asia” policy. The State Department’s engagement in the Asia-Pacific, particularly on the economic side, is a key element of the U.S. rebalance policy. Trade and investment liberalization and improved social and economic integration, strengthen growth and stability in the region, and create job opportunities both in the United States and in ASEAN countries. The Asia-Pacific is home to some of the world’s largest and fastest growing economies, but also is a region marked by differing levels of development and divergent standards, regulations, and trade and investment regimes. Some of these differences present barriers to trade and investment, including non-tariff trade barriers and unclear administrative processes, which raise the difficulty and costs of doing business. Social aspects such as addressing labor migration issues, trafficking and human rights concerns also impact the viability of the ASEAN Economic Community and economic opportunities for the United States in the ASEAN region. In partnership with ASEAN and APEC, USAID enhances regional integration and fosters inclusive economic growth in Southeast Asia by supporting regional policy dialogues and standards. Supporting ASEAN’s goal of economic integration, USAID helps enable efficient, transparent and sustainable trade practices and facilitate regularized labor mobility. State Department and USAID activities in support of ASEAN aim to overcome these challenges and foster greater regional economic integration.

Sectoral topics with relevance to this indicator include (but are not limited to): single window, trade facilitation, improved labor conditions, counter trafficking in persons, improved legal environment for trade and investment or judicial cooperation/networking in support of the ASEAN Economic Community. A “technical meeting” is a meeting held with U.S. government and ASEAN representation to share technical information, to conduct a dialog about mutually agreed objectives and progress towards those objectives, or to provide training or technical advisement on a particular topic. This indicator does not count: routine management meetings with ASEAN government representatives; national consultations with one government unless they are linked to a larger U.S. Government engagement on a particular issue with ASEAN.



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Indicator Methodology

Data Source: Number of meetings relevant to this indicator are tracked by the implementing partners and reported to USAID via quarterly reporting. USAID's Regional Development Mission for Asia gathers data through the ASEAN programs managed by USAID including ACTI and PROGRESS.



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Strategic Objective 2.3: Prevent and Respond to Crises and Conflict, Tackle Sources of Fragility, and Provide Humanitarian Assistance to Those in Need

Strategies for Achieving the Objective

The United States will convene stakeholders, marginalize spoilers, and catalyze local efforts aimed at preventing and responding to crisis and conflict. U.S. diplomacy will support peace and reconciliation efforts at the national, regional, and local levels; and it will encourage parties to negotiate solutions, to manage peaceful transitions, and to hold accountable perpetrators of mass atrocities. To strengthen fragile states, U.S. diplomacy and development will promote inclusive economic growth, job creation, and the sound policies needed for sustainable private sector expansion and stable employment. The U.S. will direct resources to support local initiatives and to build the capacity of civil society actors so they can successfully advocate for peaceful change. The U.S. National Action Plan on Women, Peace, and Security (NAP) demonstrates that integrating women and gender considerations into peacebuilding processes promotes democratic governance and long-term stability. As such, we will strengthen women's rights, leadership, and substantive participation in peace processes, conflict prevention, peacebuilding, transitional processes, and decision-making institutions in conflict-affected settings. Finally, we will multiply the impact of our efforts by engaging the UN and partner governments, and will strengthen partnerships with the private sector and experts outside of government.

The United States will expand and improve U.S. government activities that lead to effective strategies, policies, diplomacy, and development programs that avoid negative impacts ("do no harm") on conflict dynamics, and create the potential to manage and mitigate sources of violent conflict. The United States will promote learning agendas, and share lessons learned and best practices. And through interagency collaboration, policy development, enhanced professional training, and evaluation, the United States will institutionalize a gender-sensitive approach to our diplomatic and development activities in conflict-affected environments.

UN peacekeeping operations represent the international collective will to promote peace and reconciliation. The United States will continue as the largest financial contributor to UN peacekeeping operations. The United States will use its contributions to promote effective operations, including strengthening mandates to address the needs and vulnerabilities of women and children in conflict and post-conflict zones. The United States will also continue to support regional and sub-regional organizations and their member states as they seek to provide a cost-effective regional capacity for conflict management and crisis response.

The U.S. government will support country transitions out of fragility and political instability by fostering more inclusive, responsive, accountable, and democratic institutions. The United States will support and strengthen institutions, especially those relating to safety and justice, to manage and mitigate sources of violent conflict, including gender-based violence. The United States will support civil society actors that advocate and work toward greater civilian security.

The U.S. government will advocate policies and norms that prevent violence and protect vulnerable populations. The United States will press to strengthen norms concerning the protection of civilians, to prevent, mitigate, and



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redress mass atrocities, to prevent and respond to gender-based violence, and to empower women's participation in political transitions and peace processes.

The U.S. government will provide needs-based humanitarian assistance through flexible and timely funding for persons affected by crises, conflicts, and natural disasters. Through collaboration with other donors and host countries, the United States will find solutions to displacement, promote disaster risk reduction and climate change adaptation, and will foster resilience. In line with the NAP, the United States will respond to the needs of women and children in conflict-affected disasters and crises, including by providing safe, equitable access to humanitarian assistance.

The U.S. government will promote rapid and well-planned humanitarian responses through support to the United Nations, Red Cross organizations, and Non-governmental organizations; mobilize and partner with other donors and host governments; and engage the international humanitarian community to maximize the effectiveness of humanitarian aid.

Factors beyond U.S. government control that may affect our efforts include shocks to the global economic system; political, social, or economic instability; long-standing ethnic, religious or other societal group tensions; sovereignty issues that lead governments to restrict humanitarian operations within their borders; reluctance of foreign partners to share information, regulations on protection of national security information, and privacy concerns; and natural disasters and extreme weather. Factors the United States seeks to influence include endemic or institutionalized corruption; inadequate or nonexistent control of borders and sovereign territory; actors (state and non-state) with violent and/or destabilizing agendas; weak or dysfunctional national, regional, or local civil and military institutions; mismatches between the span of transnational criminal activity and the applicability of national laws and enforcement systems; partners' resources, capabilities, quality of their laws, and strength of their judicial/legal institutions; insufficient institutional capacity for economic development, environmental regulation and oversight; persistent gender inequality and gender-based violence; and allies and/or partners' views on the need to act on security issues.

Strategic Objective Progress Update

Strong USAID-Department of State collaboration resulted in the formulation of objectives related to conflict and fragility for the Joint Strategic Plan. This success was due to several factors, including a shared understanding of the fundamental factors that contribute to conflict vulnerability and fragility, ability to maintain regular communication about recent activities, and a strong historical relationship.

2030 Agenda for Sustainable Development:

USAID and the Department of State co-chaired the Interagency Working Group on Conflict and Fragility which focused on developing a “post-2015” framework to replace the Millennium Development Goals. As a result, the Department, USAID, and the United States Mission to the United Nations successfully collaborated on development of the 2030 Agenda for Sustainable Development, including Goal 16 --- focusing on Peace, Justice and Inclusive Societies.



Strategic Goal 2: Strengthen America's Foreign Policy Impact On our Strategic Challenges

The Agenda, signed by 193 heads of state at the UN General Assembly in September 2015, is a global call to action, reflecting that there cannot be development without peace, and there cannot be peace without development. The Department and USAID will continue working together to support implementation of the agenda.

Atrocity Prevention and Response:

The Department and USAID collaborate on several atrocity prevention efforts, including developing an analytical framework for understanding mass atrocity risks, exploring joint training efforts, and lessons learned. These include undertaking a Kenya lessons learned symposium with the United States Institute of Peace, drafting "Helping Prevent Mass Atrocities" guidance for USAID Missions, and developing an innovative concept for a public-private partnership for atrocity prevention and peacebuilding in the Central African Republic.

National Action Plan on Women, Peace, and Security:

The Department is committed to supporting the United States' unqualified commitment to protect and empower women in countries threatened and affected by war and conflict, violence, and insecurity. Throughout its second year implementing the National Action Plan (NAP), the Department built on longstanding efforts to integrate women's views and perspectives into its diplomatic, security, and development efforts. In order to bolster the impact of its Women, Peace and Security (WPS) initiatives, the Department continued to invest in staff capacity and enhanced its internal and external coordination activities. Additionally, new initiatives, built on ongoing activities, yielded positive outcomes in bilateral, multilateral and civil society engagements elevating the Department's commitment to WPS issues. Recognizing the influential role women can play in conflict prevention, stabilization and recovery, as outlined in UNSCR 1325 and its successor resolutions, we are committed to supporting the implementation of the U.S. NAP on WPS.

Staff Exchanges:

The Department and USAID support developmental assignments for staff. Opportunity for deeper collaboration exists in further socializing the analytic tools and partnership initiatives that the Department and USAID have been developing for understanding, analyzing, programming, and partnering to address fragility and mitigating conflict. This includes the Conflict Assessment Framework, Theories of Change, and the New Deal; and discussing how to maximize the contributions of both development and diplomacy in policy, programming, and partnership. This will also be important in the context of the JSP where having a common vision across agencies will be important in realizing the fragility objective. The Department and USAID will more deeply assess resource requests and allocations, particularly under the Peace and Security objective.

Additional Progress Updates on Objective 2.3 Include:

Over the past three fiscal years, the number of refugees resettled in the United States has steadily increased. The United States resettled 58,238 in FY 2012, 69,926 in FY 2013, and 69,987 in 2014. The Department is on track to meet the target that, by September 30, 2017, the percentage of refugees admitted to the United States against the regional ceilings established by Presidential Determination will increase from an average of 90 percent from 2008 – 2013 to 100 percent. In 2014 the percentage was 99.98 percent.



Strategic Goal 2: Strengthen America's Foreign Policy Impact On our Strategic Challenges

In FY 2015, numerous large-scale crises around the world strained the capacity of the international humanitarian system. Four concurrent system-wide Level three emergencies—the humanitarian community's most severe crisis designation—continued to stretch the human and financial resources of relief agencies, non-governmental organizations, and international donors worldwide. During FY 2015, USAID maintained Disaster Assistance Response Teams (DART) responding to complex emergencies in the Middle East (Iraq and Syria) and South Sudan, and the Ebola Virus Disease outbreak in Guinea, Liberia, and Sierra Leone. In April 2015, USAID provided emergency life-saving assistance following a 7.8 magnitude earthquake in Nepal that claimed over 9,000 lives and left an estimated 2.8 million Nepalese in need of humanitarian assistance. The outbreak of violence in Yemen in FY 2015 put additional strain on the humanitarian community, and it is expected that conflict will continue and humanitarian needs will increase in 2016. Finally, USAID's response to El Nino - which triggered the worst drought in 35 years in Central America, and the driest period on record for parts of the Horn of Africa, especially Northeastern Ethiopia - was early and robust. During FY 15, the Office of Food for Peace mobilized \$155,980,300 and 196,160 metric tons of food to mitigate the impact of droughts and floods, and accelerate recovery in Ethiopia and Central America.

In FY 2014, USAID provided nearly \$1.1 billion in non-food humanitarian assistance in response to emergencies and protracted crises. In addition, in FY 2015, USAID provided more than \$2.1 billion in emergency food assistance. This assistance benefited over 33.8 million people in 53 countries, including 30 countries in Africa, 17 in Asia and the Near East, and six in Latin America and the Caribbean.

Performance Goal 2.3.1: Conflict and Fragility

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

Performance Goal Overview

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

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



Strategic Goal 2: Strengthen America’s Foreign Policy Impact On our Strategic Challenges

The U.S. is not active in all of the countries exhibiting the highest levels of fragility. However, where the U.S. is active, and where efforts address sources of fragility or conflict vulnerability, progress can be tracked against the goal of supporting country transitions out of fragility and reducing overall vulnerability to future armed conflict.

Performance Goal Progress Update

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	65%	75%	80%	80%
Result	54%	74%	75%		

Indicator Analysis

The U.S. NAP on WPS, launched in 2011, is a comprehensive roadmap describing the course the United States government will take to empower women as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity. USAID has an agency-specific plan directing implementation of the NAP and a set of designated countries where the Agency aims to focus its efforts. This indicator allows the Agency to track whether foreign assistance resources are supporting core NAP objectives in focus countries.

As the WPS key issue is relatively new, it was subject to considerable under-reporting in the first few years of use in the Department and USAID annual operational plan process. Improvements against this indicator were achieved by improving understanding of and compliance with reporting requirements through training and outreach activities, as well as engaging substantively with focus country missions and other operating units to promote appropriate USAID investments in NAP implementation.

Indicator Methodology

Data source: The data for this indicator are derived from key issue data reported by operating units in the annual operational plan. Operational plan data is supplemented by a review of centrally-managed and other programming supported by USAID’s Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) to capture the full range of countries in which resources are aligned with NAP objectives.

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. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).



Strategic Goal 2: Strengthen America’s Foreign Policy Impact On our Strategic Challenges

Key Indicator: Number of new groups or initiatives created through U.S. government funding with a mission related to resolving conflict or the drivers of conflict

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	14,296	492	2,082	296
Result	440	17,148	12,733	10,849	1,619		

Indicator Analysis

By increasing the number of initiatives and groups working to reduce conflict and violence, the U.S. government should achieve a decrease in the levels and drivers of conflict in the places it works. This indicator measures the extent to which the U.S. government engages with groups and supports initiatives that aim to reduce conflict and the drivers of conflict.

The U.S. government exceeded its FY 2015 target for groups created with a mission related to resolving conflict or drivers of conflict by over 1,000 groups due to fluid conditions that necessitated the expansion of programming beyond original target areas to support equitable representation of conflict stakeholders, as well as increased demand for community participation, especially among women and youth.

The out-year targets for this indicator increased due to a change in expected programming in a number of countries. Targets established for this indicator vary significantly given the dynamic nature of conditions in countries experiencing or at risk of conflict and fragility.

Indicator Methodology

Data sources: Data is gathered from FY 2015 Performance Reports from Department of State and USAID Operating Units through the Foreign Assistance Coordination and Tracking System. Specifically, USAID and Implementing Partner staff conduct a series of monitoring tasks – direct observation, surveys, focus groups, and interviews – in order to verify that the groups funded through programming exist, and meet certain basic criteria (legal registration, board of directors, regular meeting schedule, defined outputs).

Data quality: Overall, this indicator presents some risks of double-counting as a result of challenges in distinguishing new groups from new initiatives, as well as risks of counting groups that would have been established even in the absence of U.S. Government funding.

Performance Goal 2.3.2: Humanitarian Assistance: Response

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



Strategic Goal 2: Strengthen America’s Foreign Policy Impact On our Strategic Challenges

Performance Goal Overview

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

Performance Goal Progress Update

Key Indicator: Percent of U.S. government-declared international disasters responded to within 72 hours

	FY 2014	FY 2015	FY 2016	FY 2017
Target	95%	95%	95%	95%
Result	86%	88%		

Indicator Analysis

In FY 2015, there were a total of 26 declared disasters. USAID responded to 88 percent of these disasters within 72-hours.

USAID took longer than 72 hours to respond to three disasters. The three late responses happened in the first quarter of FY 2015 and were due to administrative issues.

Indicator Methodology

Data source: All numbers are based on actual data from the Office of U.S. Foreign Disaster Assistance (OFDA) within DCHA. This indicator is calculated by measuring the amount of time between the disaster declaration and the time that USAID/OFDA sends the response cable to the cable room for dissemination.

Data quality: The original way in which this indicator was measured caused a number of late responses that were out of USAID/OFDA’s control. For example, USAID/OFDA would send the response cable within 72 hours of the disaster declaration, but the cable was not sent by the cable room within the 72-hour window. To measure USAID/OFDA’s response time, this indicator is now defined by the time between disaster declaration and USAID/OFDA’s submission of the response cable.



Strategic Goal 2: Strengthen America’s Foreign Policy Impact On our Strategic Challenges

Key Indicator: Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity as a result of U.S. assistance

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	46,462,565	46,381,077	50,750,582	50,033,482
Result	61,315,940	54,079,863	109,533,298		

Indicator Analysis

In FY 2015, USAID provided life-saving humanitarian assistance to more than 109 million beneficiaries worldwide. Of this total number of beneficiaries, approximately 18.8 million people were internally displaced.

Since DCHA/OFDA provides humanitarian assistance based on need, it is impossible to predict future humanitarian needs with accuracy. However, trends in the past and current calculation of this metric for FY 2014 and FY 2015 indicate 50 million people as a reasonable out-year target. These results are estimates based on systematic analysis of the program planning figures of the NGO, U.N., and other partners DCHA/OFDA funded for disaster assistance in 2015. DCHA/OFDA partners target multiple sectors of assistance to whole or parts of given populations within whole or parts of a given geographic area making it impossible to calculate precise numbers served in aggregate. DCHA/OFDA also funds hundreds of partners through hundreds of awards in any given fiscal year, making aggregation and reliable disaggregation of the data very complex.

The deviation between the FY 2015 results and target is consistent with the known unpredictability of the scale of needs from year to year. The significant increase in total numbers reached this year versus the previous year may, in part, be due to the increased funding committed and scale of humanitarian emergencies that DCHA/OFDA responded to this fiscal year. However, it is difficult to compare these numbers because provisions of different kinds of humanitarian assistance have different costs associated with them. As DCHA/OFDA funds based on need, it cannot compare assistance provided from year to year because needs and responses vary greatly.

While the USAID’s Office of Food for Peace provides support to internally displaced and host population beneficiaries, it does not input into this indicator as food assistance beneficiary data is not disaggregated by these populations. As the majority of displaced and host population beneficiaries receiving emergency food assistance are also likely to receive other U.S. government support, the inclusion of food assistance beneficiaries would result in double counting.

Indicator Methodology

Data source: FY 2015 Performance Reports from Department of State and USAID Operating Units as reported in the Foreign Assistance Coordination and Tracking System. The largest contributing Operating Unit to this indicator is DCHA/OFDA, which pulls data from its internal awards tracking systems (Abacus), implementing



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partner reports, and verbal or written reports from regional teams.

Data quality: As DCHA/OFDA’s planning and reporting is sector-focused with multiple partners, often working in collaboration in whole or part of the same geographic areas, focused on the whole or part of the same beneficiary groups to provide different or multiple services (e.g. shelter and protection), it is impossible to calculate the exact number of people assisted by DCHA/OFDA in a given region or country.

Key Indicator: Percent of planned emergency food aid beneficiaries reached with U.S. assistance

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	93%	93%	93%	93%
Result	93%	90%	90.86%	83%		

Indicator Analysis

USAID provided emergency food assistance to over 33 million individuals in 53 countries in FY 2015. This included humanitarian responses in conflict affected areas, geographically isolated regions, and natural disasters required significant logistical effort. Providing timely food assistance to less than 93 percent of projected beneficiaries is below USAID’s historical averages. Conflict impeded implementing partners’ ability to access populations in need in several countries in FY 2015, including Afghanistan, DRC, South Sudan, and Yemen. In light of these challenges of reaching conflict-affected beneficiaries with food assistance, USAID has revised the annual target of 93 percent to 90 percent.

This indicator measures the extent of disaster assistance and recovery provided with U.S. government support. While this indicator is an output indicator, the effectiveness of the programs in reaching their planned beneficiaries is an important prerequisite to increased field-level impact. Successfully reaching planned beneficiaries is especially important for protecting lives and livelihoods (i.e., protecting human capacities, livelihood capabilities, and community resilience).

Indicator Methodology

Data source: Data is based on annual beneficiary reporting to USAID by implementing partners.

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. (For details, refer to USAID’s Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).



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Performance Goal 2.3.3: Humanitarian Assistance: Refugees

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

Performance Goal Overview

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

Performance Goal Progress Update

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	100%	100%	100%	100%
Result	73%	80%	99.99%	99.98%	99.90%		

Indicator Analysis

The Department of State continued to show leadership by resettling more refugees than all other countries combined. In FY 2015, the United States admitted 69,933 refugees from 71 countries, matching our FY 2014 effort. For the third year in a row, this represents nearly 100 percent of the regional ceilings established by Presidential Determination. This included more Burmese (18,400) than in any previous year, a significant number of Iraqis (12,700) from Baghdad and the region, and more refugees from Africa (22,500) than in any year since 2004. The Department of State also provided refugee benefits to more than 7,200 Special Immigrant Visa holders.

Indicator Methodology

Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM). The data is pulled from the Worldwide Refugee Admissions Processing System (WRAPS).



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Data Quality: PRM has developed and deployed a standardized computer refugee resettlement case management system. This 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 it is based 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.



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Strategic Objective 2.4: Overcome Global Security Challenges through Diplomatic Engagement and Development Cooperation

Strategies for Achieving the Objective

In order to overcome these global security challenges, the Department of State and USAID will advance the Security Sector Assistance Presidential Policy Directive (PPD-23), helping partner countries build and sustain the capacity and effectiveness of institutions to provide security, safety, and justice for their people, and to contribute to efforts that address common security challenges. The Department and USAID efforts include pursuit of arms control and nonproliferation; reduction of transnational organized crime and strengthening rule of law (ROL); countering the drivers of recruitment and radicalization to violence; and securing cyberspace. The Department and USAID will cooperate with other federal agencies and international coalitions; foreign governments and their security and justice services, and multilateral organizations. Our strategy also entails cooperation with state and local partners and civil society.

The Department and USAID will balance assistance appropriately, supporting governments when interests converge and political will is present, when governments are accountable to their people and are committed to partnering with civil society for change, and as a check on abuse. To counter violent extremism, the United States will focus on the drivers of violent extremism.

Strategic Objective Progress Update

At the 2015 Review Conference of the Nuclear Nonproliferation Treaty, most states reaffirmed their support for Treaty and the 2010 Action Plan, despite the lack of consensus on a final document. The Conference discussions reflected general agreement on a number of additional steps to strengthen implementation of the Treaty's three pillars, and the Department will be following up on those discussions, pursuing some of those steps, and working to demonstrate continued strong momentum and commitment to implementing all aspects of the Treaty.

In July 2015, the P5+1 (China, France, Germany, Russia, the United Kingdom, and the United States), the European Union, and Iran reached a Joint Comprehensive Plan of Action (JCPOA) to ensure that Iran's nuclear program will be exclusively peaceful. October 18 marked "Adopted Day" under the JCPOA, the day on which the JCPOA became effective and participants began to make the necessary preparations for implementation of their JCPOA commitments.

The Department of State and USAID continue to advance the policy objectives identified in the *U.S. International Strategy for Cyberspace*. In order to better secure cyberspace, the United States will work internationally to promote an open, interoperable, secure, and reliable information and communications infrastructure that supports international trade and commerce, strengthens international security, and fosters free expression and innovation. To achieve that goal, we will build and sustain an environment in which norms of responsible behavior guide states' actions, sustain partnerships, and support the rule of law in cyberspace.



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In FY 2015, the Department of State, with its interagency colleagues, continued to conduct policy dialogues and capacity building workshops with key partner nations, as well as international regional organizations, such as the African Union Commission (AUC), the Organization of American States (OAS), and the Association of Southeast Asian Nations (ASEAN), to highlight the U.S. interest and leadership in promoting an open, interoperable, secure and reliable Internet. Moreover in FY 2015, S/CCI expanded its cybersecurity development assistance in Africa to include the coordination and development of Computer Security Incident Response Teams (CSIRTs) to better address and combat cyber threats.

Through diplomatic engagements and development assistance, in FY 2016, the Department of State plans to continue improving the capacity of CSIRTs in Sub-Saharan Africa; begin engagements on National Cybersecurity Strategy development and implementation; enhance law enforcement's ability to deter cybercrime; safeguard human rights and fundamental freedoms online; preserve the multi-stakeholder model of Internet governance; strengthen national and international security in cyberspace; and foster greater access to and use of the Internet for social and economic development.

Finally, in FY 2015, USAID invested more than \$119,335,000 in 35 countries for rule of law (ROL) programs. In addition, the U.S. invested more than \$ 25,563,000 in FY 2015 on activities related to Counter Trafficking in Persons (CTIP); the Department of State and USAID are among the largest global donors engaged in CTIP and USAID has programmed nearly \$250 million in over 68 countries and regional Missions since 2001.

Performance Goal 2.4.1: Arms Control and Nonproliferation

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

Performance Goal Overview

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

- Bolstering the Nuclear Nonproliferation Treaty (NPT) and the entire global nuclear nonproliferation regime, given that traffickers and terrorists seek to acquire nuclear weapons.
- Ensuring implementation of the Joint Comprehensive Plan of Action that will certify that Iran's nuclear program will be exclusively peaceful.
- Preventing terrorists from acquiring weapons of mass destruction, particularly nuclear or radiological materials and biological agents.



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- Protecting the United States, our deployed forces, and our allies and partners from the threat of ballistic missile attack.
- Reducing the impact from the accumulation of destabilizing conventional weapons, including by destroying excess Man-Portable Air Defense Systems and small arms and light weapons, securing and managing their inventories, and controlling their proliferation to unstable regions and terrorists.
- Continuing to implement the New START Treaty between the United States and the Russian Federation, and to foster compliance with existing nuclear-related treaties.

Performance Goal Progress Update

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	3	3	2	2
Result	17	13	9	3	3		

Indicator Analysis

The International Atomic Energy Agency (IAEA) safeguard program monitors nuclear material and facilities worldwide to provide assurance that nuclear material is not diverted to make nuclear weapons. The Additional Protocol (AP) amends and enhances comprehensive safeguards agreements that countries conclude with the IAEA, and gives the IAEA additional authority to verify a state’s safeguards obligations. The authorities provided by the AP are critical for the Agency to provide assurances on the absence of undeclared nuclear materials and activities in a state. The United States urges all states to adopt an AP. As of October 2015, 147 countries have an AP in force or approved. It can take years for a country to move such a legal agreement through its legal/parliamentary procedures, and some countries are refusing to adopt an AP for political/security reasons. Out-year targets are modest because most countries prepared to adopt an AP have already done so.

Indicator Methodology

Data are collected and provided by the IAEA.



Strategic Goal 2: Strengthen America's Foreign Policy Impact On our Strategic Challenges

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	7	3	3	2
Result	8	7	12	13	8		

Indicator Analysis

Ensuring the security of nuclear materials and facilities is a key IAEA mission, and the Convention on the Physical Protection of Nuclear Material (CPPNM) is the only legally-binding international instrument in this area. In 2005, an Amendment to the Convention was adopted. Whereas the obligations for physical protection under the Convention covered nuclear material during international transport, the Amendment makes it a legally binding requirement for states to protect nuclear facilities and material in peaceful domestic use, storage, and transport; it also provides for expanded cooperation among states to locate and recover stolen or smuggled nuclear material and mitigate any radiological consequences of sabotage. The United States urges all states to ratify the Amendment and in 2015, the United States ratified it. The goal is that with this success the pending 2016 Nuclear Security Summit will encourage additional states to ratify. As of December 16, 2015, 91 countries have ratified (and Euratom acceded). Eleven additional ratifications are necessary to bring the Amendment into force. Out-year targets are reduced because most countries prepared to ratify have already done so.

Indicator Methodology

Data are collected and provided by the IAEA.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	0	24	24	24
Result	0	0	24		

Indicator Analysis

In FY 2015, the United States continued to make progress in deploying missile defense interceptors around the world to defend U.S. troops, allies and the U.S. homeland. In 2015, the United States completed deployment of



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major military components, including up to 24 interceptors, at the Aegis Ashore Missile Defense System in Romania, a key element in Phase II of the European Phased Adaptive Approach (EPAA). The Romanian site also was handed over to the operational commander for future integration into the NATO Ballistic Missile Defense architecture. In addition, the last of four U.S. Aegis BMD capable ships was deployed to Rota, Spain as part of Phase II of the EPAA, increasing the number of interceptors into the region. The United States continues to move forward with its Gulf Cooperation Council (GCC) partners on developing a Gulf-wide BMD architecture, including a Ballistic Missile Early Warning system, in accordance with U.S.-GCC Camp David Deliverables. Finally, an additional U.S. BMD capable ship was deployed to Japan, increasing the number of interceptors available.

Indicator Methodology

Data are collected and provided by the IAEA.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	59,914 MT	62,000 MT	64,000 MT	66,000 MT
Result	56,247 MT	59,400 MT	64,437 MT		

Indicator Analysis

In 2015 significant progress was made in chemical weapons destruction by the two major possessor states – Russia and the United States-and Libya. Russia completed destruction operations at four sites. A fifth facility is projected to complete destruction of the Russian stockpile in 2020. Libya destroyed one of its remaining Chemical Weapons precursor chemicals and in December 2015 was installing equipment to destroy another.

Indicator Methodology

Data are derived from reports submitted by possessor States Parties to the Organization for the Prohibition of Chemical Weapons (OPCW) and developed by the OPCW Technical Secretariat.

Performance Indicator Change from FY 2015 APP

Performance Goal 2.4.2: Reduce Transnational Organized Crime and Strengthen Rule of Law

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



Strategic Goal 2: Strengthen America's Foreign Policy Impact On our Strategic Challenges

Performance Goal Overview

The Department of State and USAID collaborate regularly on SSA, ROL and CT/CVE and on the policy level, worked with other interagency partners to craft the SSA Presidential Policy Directive. In addition, DCHA, the Department's Under Secretary for Civilian Security, Democracy, and Human Rights, and other bureaus have been working to revise the indicators for civilian security. On the practical level, the Department and USAID are coordinating on new initiatives (for example, WPS and the JusTRAC project; field assessments [e.g., Burma, Colombia, Mali, and South Sudan]; country-specific project designs [e.g., Morocco], and analysis [e.g., collaboration on security sector accountability]).

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

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

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

Opportunities for enhanced partnership include joint staff training in ROL and SSA; increased country-level collaboration on ROL and law enforcement assistance (to include assessment, project design, implementation and evaluation); improved linkages between CT, CVE and community security; and joint analytical efforts on rule of law.

U.S. government strategies, including the National Drug Control Strategy, the White House Strategy to Combat Transnational Organized Crime, the U.S. NAP on WPS, the SSA Presidential Policy Directive, and strategies derived from the Trafficking Victims Protection Act of 2000, are guiding principles influencing this strategic objective. The Department of State and USAID will continue to support U.S. national interests by promoting international anti-crime and anti-trafficking policies, and implementing criminal justice and wider rule of law programs bilaterally and through multilateral engagements. The Department of State and USAID's work will be undertaken in collaboration with federal partners, international colleagues, civil society, non-governmental and academic institutions, state and local government experts, and private industry. State and USAID will continue



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to support the SSA Presidential Policy Directive which established an interagency framework to plan, synchronize, and implement security assistance through a whole-of-government process.

Performance Goal Progress Update

Key Indicator: Number of countries with which the U.S. has signed agreements to strengthen the criminal justice system, or with the judicial, police, or corrections sector

	FY 2014	FY 2015	FY 2016	FY 2017
Target	40	40	40	40
Result	72	41		

Indicator Analysis

In order to embark on partnerships to develop the criminal justice systems of our foreign governments, using U.S. assistance, the Department of State signs bilateral agreements outlining the commitment of both governments to specific programs moving forward. This outlines both the U.S. commitments for capacity assistance, and the commitments of our partner government moving forward. INL has exceeded the target of working with 40 partner country governments in FY 2015 to build their capacity to address transnational organized crime and improve government accountability. Bilateral agreements are used to detail the precise nature of our efforts with partner countries, in order to develop criminal justice capacity to address civilian security, transnational organized crime, and government accountability. They represent specific commitments both by the U.S. Government and by our partner governments to our efforts moving forward.

Indicator Methodology

Data for this indicator is derived from the number of countries that Bureau of International Narcotics and Law Enforcement Affairs (INL) have entered into Letter of Agreements (LOAs) and Amended Letter of Agreements (ALOAs) with partner countries. These agreements are the result of often lengthy negotiations on the nature of our criminal justice assistance partnerships. The number of agreements consists of a combination of agreements with new countries, the continuation of work with partner countries and changes to existing agreements. The changes may include new commitments in capacity building to address civilian security.



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Key Indicator: Number of U.S. government-assisted courts with improved case management systems

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	917	339	297	170
Result	702	1,344	1,256	409		

Indicator Analysis

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.

The U.S. government did not meet its FY 2015 target of 714 for this indicator due a miscalculation of targets for Indonesia of 320. In actuality the target should have been 20. Despite that overestimated target, overall progress for this indicator is due to greater than anticipated interest from cooperating courts, adjustment of the methodology for improving courts, and expansion of the types of eligible courts in several countries.

Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

Data Quality: Performance data, verified using data quality assessments (DQA), 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/ads/policy/200/203>).

Key Indicator: Number of domestic non-governmental organizations engaged in monitoring or advocacy work on human rights receiving U.S. government support

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	777	920	604	292
Result	818	914	1,001	1,253		



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Indicator Analysis

The U.S. government promotes and defends human rights through a range of activities including: supporting 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 release of the new USAID Strategy on Democracy, Human Rights, and Governance (DRG) and creation of a DRG Center at USAID, "human rights" has been elevated as a co-equal pillar alongside democracy and governance, a new Human Rights Team has been created, and a Human Rights Grants Program was launched in order to assist Missions with the development of human rights programs.

The U.S. government exceeded its FY 2015 target for the number of domestic NGOs engaged in monitoring or advocacy work on human rights by 333 NGOs due to the expansion of the definition for targeted recipients and increased demand for training.

Indicator Methodology

Data Source: FY 2014 Performance Reports as collected in the Foreign Assistance and Coordination System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Performance Goal 2.4.3: Securing Cyberspace

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

Performance Goal Overview

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



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Performance Goal Progress Update

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	18	22	28	38	50
Result	18	27	42		

Indicator Analysis

As a result of additional diplomatic engagements and development cooperation initiatives, FY 2015 indicates a significant increase in the number of like-minded nations looking to partner with the United States to overcome global security challenges and support the principles outlined in the U.S. International Strategy for Cyberspace.

In FY 2015, the Department of State and Interagency partners further expanded policy dialogues and capacity building workshops with international regional organizations, such as the African Union Commission (AUC), the Organization of American States (OAS), and the Association of Southeast Asian Nations (ASEAN), to highlight U.S. interests and leadership in promoting an open, interoperable, secure and reliable Internet. These partnerships have equipped countries with a better understanding of a wide range of cyber issues and the policy implications that can help economies develop in a secure and efficient manner. Moreover, in FY 2015, the Department of State expanded its cybersecurity development assistance in Sub-Saharan Africa to include the coordination and development of *Computer Security Incident Response Teams (CSIRTs)* to better address and combat cyber threats.

The Department of State and USAID regional offices and posts have played a leading role in coordinating with existing allies, identifying and leveraging new relationships, commencing cyber policy conversations with target governments and constituencies, facilitating capacity building activities, reporting on progress, and following up after any bilateral or regional dialogues or trainings. A key milestone in these efforts was the April 2015 Global Conference on Cyberspace, hosted by the Government of the Netherlands, where the U.S. showed its leadership as a founding member of the Global Forum on Cyber Expertise, a voluntary global platform for countries, international organizations and private companies to exchange best practices and expertise on cyber capacity building.

In FY 2015, the Department of State’s Office of the Coordinator on Cyber Issues (S/CCI) conducted trainings for State and USAID Foreign Service Officers on U.S. diplomatic and development engagement on cyber issues in the field. The first training took place in June 2014 for the Western Hemisphere (WHA) region, and subsequent trainings for the remaining regions were conducted in FY 2015 for the European (EUR), East Asia Pacific (EAP), South Central Asia (SCA), Near East (NEA) and African (AF) regions. In 2016, S/CCI plans to consolidate and centralize the regional trainings and conduct a Global Cyber Officer Workshop for both new and experienced



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State and USAID Foreign Service Officers from Posts around the world. This workshop will ensure State and USAID personnel are currently and continuously prepared to engage in full spectrum cyber diplomacy.

With consistent and expanded efforts globally, it is expected that the number of like-minded countries will continue to grow, and the number of countries engaged in dialogues on cyber issues will increase.

Indicator Methodology

Data is based on diplomatic engagement and development assistance activities. Through primary source outreach and coordination, data is collected from U.S. Embassy and Post personnel, along with regional and functional bureaus, on countries where the U.S. has regular bilateral or multilateral engagements on cyber issues. Through interagency working groups, S/CCI works to ensure that diplomatic outreach on cyber issues is well coordinated and transparent, thereby helping to ensure that the data is high-quality, relevant and representative.

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	24%	48%	74%	100%
Result	44%	68%		

Indicator Analysis

USAID provided development assistance through its Cyber Capacity Building Program (Cyber+). This program supports the U.S. International Strategy for Cyberspace through a combination of United States-based cyberspace training, regional seminars and coordinated workshops. The Cyber+ program exceeded the target for the percentage of countries with professionals that have successfully completed specialized cybersecurity training last fiscal year by twenty percent. In FY 2015, the Agency supported 19 cybersecurity and cyber policy courses as originally planned. This enabled the program to continue to surpass the target by twenty percent.

Indicator Methodology

USAID works through its public-private partnership to provide the financial and technological resources needed to assist with securing cyberspace. USAID’s implementing partners collect data annually. The Agency tracks the number of countries with professionals who receive cybersecurity training and related technologies, as well as the successful completion of training. The performance indicator is calculated by dividing the number of countries with trained professionals by the overall target number. USAID acquires data from its primary implementing partner for the Securing Cyberspace performance goal. There are no known issues with data quality.



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Strategic Objective 2.5: Strengthen America's Efforts to Combat Global Health Challenges

Strategies for Achieving the Objective

The U.S. Government has more than 10 years of experience in helping countries to rapidly expand HIV prevention, treatment, and care services through the President's Emergency Plan for AIDS Relief (PEPFAR). PEPFAR's current strategy, PEPFAR 3.0 - Controlling the Epidemic: Delivering on the Promise of an AIDS-Free Generation, showcases PEPFAR's design to support the Joint United Nations Program on HIV/AIDS (UNAIDS) ambitious 90-90-90 global goals. The 90-90-90 global goals have the objectives of ensuring that 90 percent of all people living with HIV know their HIV status; 90 percent of all people with diagnosed HIV infection will receive sustained antiretroviral therapy; and 90 percent of all people receiving antiretroviral therapy have viral suppression by 2020. This new focus requires a shift in business practices, pivoting to a data-driven approach that strategically targets geographical areas and populations where we can achieve the most impact for our investments. The PEPFAR 3.0 strategy makes clear that the United States' commitment to this goal will remain strong, comprehensive, and driven by science. Importantly, this framework emphasizes impact, efficiency, sustainability, partnership, and human rights as core agendas to create an AIDS-free generation.

In 2012, the U.S. Government joined more than 175 countries and 400 civil society and faith organizations in pledging to end preventable child deaths worldwide by 2035, as part of the Call to Action for Child Survival. The Call to Action joins related efforts that have set ambitious goals to end preventable maternal and newborn deaths, increase access to voluntary family planning, and accelerate improvements in malaria, nutrition, and water and sanitation. These renewed efforts have spurred strategic shifts in maternal and child health programming including: increasing efforts in those countries with the largest share of under-five deaths, focusing on reaching the most underserved populations, targeting the drivers of mortality through innovation and scalable interventions, and creating mutual accountability at all levels.

The 2014 Ebola outbreak in West Africa was a jarring reminder of the need for a greater capability in all countries to rapidly detect and respond to new or re-emerging public health threats that "spill over" to humans from animal populations. The Global Health Security Agenda (GHSA) is an effort between the U.S. Government, other nations, international organizations, and public and private stakeholders to accelerate progress toward a world safe and secure from infectious disease threats and to promote global health security as an international security priority. The Department of State, along with other U.S. Government agencies, contributes to global health security by strengthening policies related to dual-use research of concern. USAID seeks to prevent avoidable epidemics, detect threats early, and respond rapidly and effectively to disease outbreaks in support of the GHSA. Implementation of GHSA will draw on USAID experience addressing highly dangerous pathogens, including Severe Acute Respiratory Syndrome (SARS), avian influenzas, Middle East Respiratory Syndrome (MERS) coronavirus, as well as lessons from ongoing global efforts to establish prevention, preparedness, and response capabilities for the possible spread of viruses across borders.

As the historic Millennium Development Goals concluded in 2015, USAID and the Department of State, with the input of Health and Human Services (HHS), the Centers for Disease Control & Prevention (CDC), Office of the



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Global AIDS Coordinator (OGAC), and other relevant agencies, supported our diplomats and development professionals in the successful negotiation of a post-2015 agenda, namely the Sustainable Development Goal (SDG) for health that includes targets for all of our health priorities in addition to newer targets that acknowledge the growing importance of non-communicable diseases and the need for more local government support for health including for health finance.

As part of enhancing our commitment to sustainable development, USAID continues to provide global leadership to strengthen country-owned health systems. USAID developed a White House-approved Vision for Health Systems Strengthening, which guides investment focus to evidence-based health system strengthening approaches that contribute to positive health outcomes advancing Agency goals of Achieving an Aids-Free Generation (AFG), Ending Preventable Child and Maternal Death (EPCMD), and Protecting Communities from Infectious Diseases (PCID). Innovative and sustainable financing mechanisms will create opportunities for countries to mobilize domestic resources towards health outcomes in these areas as well as their health sectors generally. This was acknowledged at the third International Conference on Financing for Development, held in Addis Ababa in 2015, where domestic resource mobilization was cited as critical to development with Official Development Assistance (ODA), which is a category reserved as a catalyst to development for countries not enjoying economic growth. The Global Financing Facility (GFF), launched at the conference, leverages domestic resources for maternal and child health according to plans developed by host countries.

Additionally, adequate drinking water, sanitation, and hygiene are critical components of human health and development. The U.S. Government, through the Senator Paul Simon Water for the Poor Act of 2005 and Senator Paul Simon Water for the World Act of 2014, is committed to using its foreign assistance resources to help people and countries have reliable and sustainable access to an acceptable quantity and quality of water to meet their needs. USAID supports increased access to reliable and sustainable water supply and sanitation through funding for infrastructure development and through institutional and capacity development, strengthening of community-based systems, facilitation of private supply of products and services, improved management and governance, and mobilization of additional financing.

Strategic Objective Progress Update

The Department of State and USAID, in consultation with the Office of Management and Budget, have determined that performance towards this objective is making noteworthy progress.

Ending Preventable Child and Maternal Deaths (EPCMD)

The world has made remarkable strides in both public and private efforts toward saving the lives of women and children, yet maternal and child mortality remains a critical problem in developing countries. Child deaths decreased by 54 percent from 1990 to 2015 and maternal deaths decreased by 43 percent from 1990 to 2015. While these global mortality declines since 1990 are impressive, recent estimates indicate that each year, more than 303,000 women still die from complications during pregnancy or childbirth and there are still 5.9 million deaths of children under five years of age—46 percent of which are in the first month of life. Approximately three-quarters of these child and maternal deaths are preventable with currently available interventions.



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Together with country partners, international organizations, and non-governmental organizations from around the globe, the United States is working toward targets that will truly represent an end to preventable child deaths—with all countries having fewer than 25 under-five deaths per 1,000 live births and fewer than 70 maternal deaths per 100,000 live births by 2030. The related Agency Priority Goal (APG) is to reduce under-five mortality by four deaths per 1,000 live births in our priority countries by the end of FY 2015 (as compared to FY 2013).

Improvements in mortality outcomes are the result of increasingly effective efforts to link diverse health programs in maternal and child health; malaria; and family planning's contribution to the healthy timing and spacing of pregnancy, nutrition, HIV/AIDS, and sanitation and hygiene improvement. All of these efforts contribute to ending preventable child and maternal deaths.

The U.S. Government cannot achieve these goals alone. To achieve this objective we must encourage country ownership and invest in country-led plans while continuing to challenge the global community to support this global goal. Our approach works with partner countries to address these primary drivers by building sustainable health systems that can address the full range of developing country health needs.

For example, on August 27-28, 2015 in New Delhi, India, USAID and the Governments of India and Ethiopia, in collaboration with UNICEF, the Bill and Melinda Gates Foundation, and other partners, came together for a *Call to Action Summit*. This gave partners the opportunity to celebrate the progress that has been made, assess the challenges that remain, and identify the steps needed to sustain momentum in the future.

To accelerate efforts toward this goal, in FY 2015, USAID is providing over two billion dollars, with the bulk of the resources going toward the 24 EPCMD priority countries where the majority of child and maternal deaths occur. USAID continues to work to ensure that our programs and budgets are focused on the key drivers of child and maternal deaths and support state-of-the-art, evidence-based programs to ensure we meet our goals.

USAID's 24 EPCMD priority countries are also focus countries for the global Family Planning 2020 (FP2020) movement, designed to enable 120 million more women and girls to use modern contraception by the year 2020. USAID is a core convener of FP2020 and is playing a lead role in ensuring a strong focus on implementation of high impact practices, including for example, integration of family planning with postpartum care and with infant and child immunization services.

Shared Responsibility – Strengthening Results for an AIDS-Free Generation

The U.S. President's Emergency Plan for AIDS Relief (PEPFAR) represents America's commitment to saving lives, controlling the HIV/AIDS epidemic, and working with our partners to achieve an AIDS-free generation. Reaching the goal of an AIDS-free generation is a shared responsibility among host country governments, civil society, faith-based organizations, development partners, multilateral organizations, the private sector, and others.

PEPFAR remains firmly committed to its foundational principles of making smart investments based on sound science, good public health, a human rights approach, and focusing on the accountability, transparency, and impact of our work.



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At the end of FY 2015, PEPFAR directly supported more than 9.5 million men, women, and children worldwide on life-saving antiretroviral therapy (ART), of which 43 percent were supported through USAID. In FY 2015, PEPFAR supported HIV testing and counseling (HTC) for more than 68.3 million people, providing a critical entry point to prevention, care and treatment. Of those receiving PEPFAR-supported HTC, more than 15 million were pregnant women. For the 845,445 of these pregnant women who tested positive for HIV, PEPFAR provided antiretroviral medications for Prevention of Mother to Child Transmission. In FY 2014 alone, due to PEPFAR support, 95 percent of these babies were born HIV-free (including 240,000 that would otherwise have been infected). From FY 2012-13, more than 1.5 million HIV-positive pregnant women received these interventions to prevent mother-to-child transmission and improve maternal health, meeting President Obama's 2011 World AIDS Day goal. In FY 2015, PEPFAR supported 2.5 million voluntary medical male circumcisions for HIV prevention procedures in east and southern Africa. In FY 2015, PEPFAR also supported more than 5.5 million orphans and vulnerable children.

To accelerate progress, PEPFAR is further increasing its efficiency and maximizing its impact. This includes driving down the cost of commodities; employing the highest yield interventions and targeting specific geographic areas, populations, and risk behaviors; utilizing site-level and expenditure analysis data to rigorously monitor program impact; expanding HIV services access while maintaining high-quality care; and strengthening coordination with other donors, particularly the Global Fund to Fight AIDS, Tuberculosis and Malaria, to reduce duplication, leverage our collective buying power, and optimize our combined efforts.

Strategic Objective Progress Update

Protecting Communities from Infectious Disease (PCID)

While the Global Health Initiative (GHI) emphasizes two key areas where the U.S. Government can make a marked difference – ending preventable child and maternal deaths and creating an AIDS-free generation – U.S. Government efforts also continue to combat other infectious diseases that threaten the lives of millions of people each year, including tuberculosis (TB), neglected tropical diseases (NTD), pandemic influenza, Ebola, and other emerging threats. Globally, 1.5 million people die annually from TB, and there are nine million new cases of TB each year. There are also approximately 480,000 cases of multi-drug resistant (MDR) TB each year, which are difficult to cure and are often deadly. USAID program efforts focus on early diagnosis and successful treatment of the disease to both cure individuals and prevent transmission to others. Funding priority is given to those countries that have the greatest burden of TB and MDR-TB. Country-level expansion and strengthening of the Stop TB Strategy will continue to be the focal point of USAID's TB program, including increasing and strengthening human resources to support the delivery of priority health services such as Directly Observed Treatment, Short Course (DOTS) implementation, preventing and treating TB/HIV co-infection, and partnering with the private sector in DOTS. In particular, USAID will continue to accelerate activities to address MDR-TB and extensively drug resistant TB, including the expansion of diagnosis and treatment, and infection control measures. USAID collaborates with PEPFAR, other U.S. Government agencies, and the Global Fund to integrate health services and strengthen delivery platforms to expand coverage of TB/HIV co-infection interventions.

Neglected Tropical Diseases (NTDs): More than one billion people worldwide suffer from one or more NTDs which cause severe disability, including permanent blindness, and hinder growth, productivity, and cognitive



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development. USAID focuses the majority of its NTD support on scaling-up preventive drug treatments for seven of the most prevalent NTDs, including schistosomiasis, onchocerciasis, lymphatic filariasis, trachoma, and three soil-transmitted helminthes. USAID programs use an agency-tested and World Health Organization (WHO)-approved integrated mass drug administration delivery strategy that will target affected communities, using drugs that have been proven safe and effective and can be delivered by trained non-health personnel. Through USAID partnerships with pharmaceutical companies who donate, the vast majority of drugs are donated, valued at close to one billion dollars each year. Expanding these programs to national scale will support acceleration of global efforts to eliminate lymphatic filariasis and blinding trachoma globally, and onchocerciasis the NTD in the Americas. USAID will continue to work closely with the WHO and global partners to create an international NTD training course and standardized monitoring and evaluation guidelines for NTD programs, and ensure the availability of quality pharmaceuticals.

Additional Evidence Measuring Achievement of the Objective

Key Indicator: Prevalence of stunted children under five years of age

	FY 2014	FY 2015	FY 2016	FY 2017
Target	38.2%	37.0%	34.9%	34.1%
Result	37.7%	35.7%		

Indicator Analysis

Maternal and child under-nutrition negatively affects all aspects of an individual’s health and development, and further limits societies’ economic and social development. Under-nutrition, including fetal growth restriction, suboptimum breastfeeding, stunting, wasting, and vitamin A and zinc deficiencies, contributes to 45 percent of child deaths worldwide, equaling approximately three million children each year.² Under-nutrition leads to lower levels of educational attainment, reduced productivity later in life, lower lifetime earnings, and slowed economic growth of nations. As a result, under-nutrition can decrease a country’s economic advancement by up

¹ Improving Child Nutrition 2013. Accessed December 2015.

http://data.unicef.org/corecode/uploads/document6/uploaded_pdfs/corecode/NutritionReport_April2013_Final_29.pdf

² Bhutta, Z.A., Das, J.K., Rizvi, A., Gaffey, M.F., Walker, N., Horton, S., Maternal and Child Nutrition Study Group (2013). Evidence-based interventions for improvement of maternal and child nutrition: what can be done and at what cost? *Lancet*, 382 (9890), 452-477.



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to eight percent, which further amplifies the conditions that lead to under-nutrition.³ However, this cycle is preventable.

Improving nutrition can reduce child and maternal mortality and morbidity, as well as chronic diseases later in life. It can also lift families out of poverty and contribute to long-term economic growth. U.S. investments in nutrition through agriculture, health, and humanitarian assistance programs can forge long-term links and realize mutual benefits for health and economic productivity. Nutrition is a key component of the FTF Initiative and the GHI, as well as the Food for Peace programs. USAID aims to prevent and treat under-nutrition through a comprehensive package of maternal and child nutrition interventions focusing on the first 1,000 days (from pregnancy to age two).⁴

Stunting, or short height for age when compared to an age- and sex-matched reference population of healthy children, is the manifestation of chronic poor nutritional status. Globally, at least 159 million (23.8 percent) children under five were stunted in 2014.⁵ Failure to reach optimal height is caused by a lack of essential nutrients during the early years and by frequent illness, which robs growing bodies of the capacity to utilize available nutrients. The stunting syndrome is associated with reduced physical, neurodevelopmental and economic capacity. A stunted child is 4.6 times more likely to die from infectious diseases compared to a non-stunted child.⁶

In FY 2015, 35.7 percent of children were stunted in the 19 USAID priority countries for which data are available, thanks to the work of USAID and its partners. This result exceeded the target of 37.0 percent. The countries with the largest average annual rate of change were Ghana, Cambodia, and Kenya. Due to their relative importance in driving trends at the global level, reductions in stunting in Nigeria, Bangladesh, and Ethiopia greatly contributed to the FY 2015 results. USAID programs supported country-led efforts to: (1) make affordable, quality foods available, (2) promote improved infant and young child feeding practices (e.g. immediate breastfeeding within one hour of birth; exclusive breastfeeding up to six months; appropriate, adequate, timely, and safe complementary feeding from 6 to 24 months of age along with continued breastfeeding), (3) provide micronutrient supplementation and food fortification, and (4) treat acute malnutrition. Since rising incomes do not necessarily translate into a reduction in undernutrition, USAID supported specific efforts geared toward better child nutrition outcomes, including broader nutrition education that targets the whole family, including mothers, fathers, grandmothers, and other caregivers.

Indicator Methodology

FY 2015 targets and results, as well as out-year targets, were estimated using Demographic Health Survey (DHS) and Reproductive Health Survey (RHS) data, where available. Multiple Indicator Cluster Survey (MICS) data were

³ International Food Policy Research Institute (2014). Global Nutrition Report 2014 & Global Nutrition Report 2015: Washington, DC.

⁴ USAID Multi-sectoral Nutrition Strategy 2014-2025. Accessed December 2015. <https://www.usaid.gov/nutrition-strategy>

⁵ United Nations Children’s Fund (UNICEF). Accessed December 2015. <http://data.unicef.org/nutrition/malnutrition.html>

⁶ Improving Child Nutrition 2013. Accessed December 2015.

http://data.unicef.org/corecode/uploads/document6/uploaded_pdfs/corecode/NutritionReport_April2013_Final_29.pdf



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used if a DHS/RHS was not completed in the last ten years. The data were weighted using Census Bureau International Database population estimates. The analysis was done using linear regression, thus modeling estimates for years where no surveys were conducted and projecting out-year targets using a ‘best-fit’ line, as a result reported results reflect linear interpolation (FY 2011-2014) and regression (FY 2015) models and may

change year to year based on inclusion of new survey results in the linear model. In addition, data for Nigeria was added to the analysis in FY 2015.

The FY 2015 analysis covers the following USAID Nutrition Program and FTF priority countries:

- Africa: Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Tanzania, Uganda, Zambia
- Asia: Bangladesh, Cambodia, Nepal, Tajikistan
- LAC: Guatemala, Haiti

The targets and results in this key indicator reflect national level results for nutrition-priority countries to which USAID has contributed. Of note, USAID aims to achieve a 20 percent reduction in stunting over five years within specific FTF intervention areas.

Key Indicator: Prevalence of anemia among women of reproductive age

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	37.90%	37.40%	32.8%	31.8%
Result	41.40%	40.90%	38.50%	35.1%	33.7%		

Indicator Analysis

Anemia, a condition in which a person’s blood has too few red blood cells or hemoglobin to transport oxygen to cells in the body, is one critical pathway through which maternal nutrition affects both morbidity and mortality. Maternal anemia is associated with 20 percent of maternal deaths globally and contributes to adverse birth outcomes including premature birth and low birth weight. Globally, almost one fifth of all pregnant women suffer from iron deficiency anemia, the most common type of anemia in developing countries. The primary cause of anemia is poor diet, which is often exacerbated by infectious diseases, particularly malaria and intestinal parasites.

In FY 2015, the prevalence of anemia among women of reproductive age was 33.7 percent in 15 of the 24 priority countries for which data are available, exceeding the target of 37.4 percent. The countries with the largest average annual rate of reduction were Uganda, Mali, and Ghana. Due to their relative importance in driving trends at the global level, reductions in anemia in Bangladesh, Ethiopia, and Democratic Republic of



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Congo greatly contributed to the FY 2015 results. Notably, however, Nigeria was absent from the analysis due to lack of national level data. In FY 2015 USAID’s programs improved the nutritional status of women through targeted investments in the highest burden countries and worked across sectors such as health, agriculture, and water, sanitation and hygiene.

The FY 2015 analysis covers the following USAID Nutrition Program and FTF priority countries:

- Africa: Democratic Republic of Congo, Ethiopia, Ghana, Malawi, Mali, Mozambique, Rwanda, Senegal, Tanzania, Uganda
- Asia: Bangladesh, Cambodia, Nepal
- LAC: Guatemala and Haiti

Indicator Methodology

FY 2015 targets and results, as well as out-year targets, were estimated using DHS and RHS data where available. Multiple Indicator Cluster Survey (MICS) data were used if a DHS/RHS was not completed in the last ten years. The analysis was done using linear regression, thus modeling estimates for years where no surveys were conducted and projecting out year targets using a ‘best-fit’ line. The data were weighted using Census Bureau International Database population estimates.

Anemia is diagnosed through a blood test performed during the survey process. Hemoglobin levels in the blood are measured in grams per deciliter, and those women below a set threshold are determined to have anemia. While coding files, DHS also adjusts for altitude which may affect measurement.

Key Indicator: Number of people gaining access to an improved sanitation facility

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	1,717,076	2,087,731	2,712,908	2,875,055
Result	1,247,737	1,884,169	1,964,680*	2,386,095		

*FY 2014 result updated to reflect finalized FY 2014 PPR submission

Indicator Analysis

Water and Sanitation

USAID’s Water and Development Strategy has the goal of saving lives and advancing development with the first strategic objective to improve health outcomes through improvements in water supply, sanitation, and hygiene (WASH) programs. To achieve this goal the Strategy sets two strategic objectives (SOs). SO1 is to improve health outcomes through the provision of sustainable WASH. SO2 is to manage water for agriculture sustainably



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and more productively to enhance food security. USAID has set a target of reaching six million persons with sustainable access to improved sanitation over the period of 2013 - 2018, and is on track to meet this goal. USAID will provide continued technical support on sanitation-related programs towards this goal in out-years, with Development Assistance, Economic Support Fund, and Global Health Programs funding contributing to these outcomes.

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.

In FY 2015, USAID set a target of helping 2,087,731 people gain access to improved sanitation, with a result of 2,386,095 people with improved sanitation access. The countries with the greatest number of people gaining access to improved sanitation are DRC, Kenya, Mali and the West Africa Region.

Indicator Methodology

Data are directly pulled from USAID’s internal performance monitoring database (FACTS Info) and represents U.S. Government programs as of January 8, 2016. It is a summation of reporting on activities from Angola, Bangladesh, Democratic Republic of Congo, Egypt, Ethiopia, Ghana, India, Indonesia, Jordan, Kenya, Liberia, Madagascar, Mali, Mozambique, Nigeria, Philippines, Rwanda, Senegal, South Sudan, Tanzania, West Bank and Gaza, Zambia, West Africa Regional, East Africa Regional, Sahel Regional, Southern Africa Regional and centrally-funded programs. The listed countries and regions input program level data into FACTS Info, which aggregates the data for an annual total.

Key Indicator: Number of people gaining access to an improved drinking water source

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	3,266,609	4,226,216	3,987,554	4,037,653
Result	3,239,752	3,131,707	4,014,312*	3,625,637		

*FY 2014 result updated to reflect finalized FY 2014 PPR submission

Indicator Analysis

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; rainwater collection; or bottled water (when another improved source is used for hand



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washing, cooking and other basic personal hygiene purposes). 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; and surface water (river, dam, lake, pond, stream, canal, irrigation channel).

In FY 2015, USAID helped a total of 3,625,637 gain access to an improved drinking water source. USAID did not meet the target of 4,226,216, due to procurement delays in FY 2015, which delayed the start of programs. The countries with the greatest number of people gaining access to improved water supply are DRC, Indonesia, Kenya, Mali and RDMA. USAID has planned targets of 3,987,554 in and 4,037,653 in FY 2016 and FY 2017, respectively.

Indicator Methodology

Data are directly pulled from FACTS Info and represent U.S. Government programs as of January 8, 2016. It is a summation of reporting on activities from Angola, Armenia, Bangladesh, Democratic Republic of Congo, Dominican Republic, Egypt, Ethiopia, Ghana, India, Indonesia, Kenya, Liberia, Madagascar, Maldives, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, Somalia, South Sudan, Tajikistan, Tanzania, West Bank and Gaza, Yemen, Zambia, West Africa Regional, East Africa Regional, Regional Development Mission - Asia, Sahel Regional and centrally-funded programs. The listed countries and regions input program level data into FACTS Info which aggregates the data for an annual total.

Key Indicator: First birth under 18

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	21.40%	20.7%	N/A	N/A
Result	24%	23.30%	22.50%	23.3%	21.9%		

Indicator Analysis

Although the average percentage of women aged 18-24 who had a first birth before the age of 18 dropped in 2015, the planned target for this indicator was not met. Targets for this indicator were set in 2004 based on historical analysis. Recent trends indicate that in some priority countries, first births to women under 18 have been increasing. USAID recommends dropping this indicator as it does not reflect the impact of recent programming; the indicator measures the proportion of women aged 18-24 who had a first birth below age 18 at the time of the survey, which captures births that happened as many as nine years before the results are reported. USAID proposes to replace this indicator with one that measures teenagers who have begun childbearing because the results of this indicator will align better with the effects of USAID programs, and



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consequently will allow USAID to report on an indicator that is comparable to one selected to measure progress towards the global Sustainable Development Goals. The new indicator is reported on page 104.

Indicator Methodology

This indicator measures the proportion of women who had a first birth before the age of 18 among women aged 18-24 at the time of the survey. The average percentage of women aged 18-24 who had a first birth before the

age of 18 is equal to the sum of the estimated annual percentage of women aged 18-24 who had a first birth before the age of 18 across all target countries divided by the number of target countries.

The indicator data source is the Demographic Health Survey (DHS) for the following USAID-assisted countries: Afghanistan, Angola, Bangladesh, Benin, Burundi, Cambodia, Democratic Republic of Congo, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, Zambia, and Zimbabwe. FY 2015 baselines are based on the number of countries receiving at least \$2 million in Family Planning Reproductive Health (FP/RH) in FY 2014 and with two or more Reproductive Health Survey (RHS), Multi Indicator Cluster Survey (MICS), Performance Monitoring & Accountability 2020 (PMA 2020), or DHS data points available at the time of reporting. South Sudan has been included because it meets the funding criterion but only has one survey data point. Egypt has been excluded since it does not meet the funding criterion.

Key Indicator: Number of Neglected Tropical Disease (NTD) treatments delivered through U.S. government-funded programs

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	190 million	218 million	200 million	200 million
Result	208.2 million ^A	244.6 million ^B	233.9 million ^C	239.1 million ^D	174.9 million ^E		

^A Reported 186.7 Million (M) treatments delivered in FY 2011 in the FY 2011 APR based on partial data. Upon reporting of complete data, an updated result of 208.2 M total treatments were delivered.

^B Reported 103.8 M treatments delivered in FY 2012 in the FY 2012 APR based on data available as of September 30, 2012. Upon reporting of complete data, an updated result of 244.6 M treatments were delivered.

^C Reported 103.2 M treatments delivered in FY 2013 in the FY 2013 APR based on data available as of November 8, 2013. Upon reporting of complete data, an updated result of 233.9 M treatments were delivered.

^D Reported 133.4 M treatments delivered in FY 2014 in the FY 2014 APR based on data available as of October 31, 2014. Upon reporting of complete data, an updated result of 239.1 M treatments were delivered.



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^E Reported 174.9 M treatments delivered in FY 2015 based on data available as of October 31, 2015. The best estimate for when complete data is available by mid-2016 is 287.2 M treatments delivered.

Indicator Analysis

Neglected Tropical Disease (NTD) treatments are defined as the age and height appropriate dosage of an 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 in the context of an integrated multi-disease MDA (Mass Drug Administration). MDA activities typically occur annually until specific criteria are

achieved and the number of treatments needed are based on a recommended number of effective MDA rounds for the at risk populations as determined by district-level mapping as well as obtaining a specified prevalence of infection below which transmission is likely to have been interrupted. The expected impact of the delivery of NTDs treatments through U.S. Government-funded programs is a reduction in the number and percentage of individuals in the target population at risk for lymphatic filariasis and blinding trachoma.

In 2015, USAID provided support to twenty-five countries to introduce or expand integrated NTD programming or to conduct impact assessments to evaluate progress to disease control and elimination goals. Given data available as of October 31, 2015, USAID delivered 174.9 million treatments in FY 2015 to the following countries: Benin, Burkina Faso, Cameroon, Democratic Republic Congo, Ethiopia, Ghana, Guinea, Haiti, Nepal, Niger, Nigeria, Senegal, Sierra Leone, Tanzania, Togo, and Uganda. However, due largely to the annual nature of MDA, data are currently still being compiled in the field in 11 countries: (Benin, Cameroon, Democratic Republic of Congo, Ethiopia, Indonesia, Mali, Mozambique, Nigeria, Tanzania, Uganda, and Sierra Leone). Assuming coverage in countries with outstanding data is in line with planning figures, USAID provided an estimated 287.2 million treatments were provided against a FY 2015 exceeding the target of 218 million treatments. Complete data is expected in mid-FY 2016. In 2015, the USAID NTD program achieved the remarkable milestone of providing the one billionth cumulative NTD treatments in Africa to persons in need.

The FY 2016 and FY 2017 targets have been set at 200 million treatments. These new targets reflect expansion of activities into the Côte d'Ivoire, Democratic Republic of Congo, Nigeria, and Ethiopia and resumption of activities in Ebola-stricken countries including Sierra Leone and Guinea. However, countries that received support from USAID starting in 2006 are beginning to achieve Stop-MDA criteria and so there will be reduction in treatments for lymphatic filariasis and trachoma.

Indicator Methodology

This indicator captures the number of NTD treatments delivered for the following 19 countries: Benin, Burkina Faso, Cameroon, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Haiti, Indonesia, Mali, Mozambique, Nepal, Niger, Nigeria, Senegal, Sierra Leone, Tanzania, Togo, and Uganda.

USAID primary award recipients and subcontractors obtain information from Ministries of Health. After data has been submitted by country programs, USAID and its partners undergo an intensive process to review data validity, reliability, timeliness, and integrity. This process involves reviewing previous submissions, comparing results across time, triangulating information across multiple sources, and following up with Ministries of Health



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and subcontractors as needed. In addition, a Data Quality Assessment (DQA) protocol and a data capture tool endorsed by the World Health Organization (WHO) were launched in 2013. The DQA tool assesses the quality of reported NTD data and the ability of the NTD data management systems to collect and report quality data. Since the launch of these tools, 29 countries have been trained on the DQA through a variety of training approaches, including a training of trainers, regional training workshops, and in-country trainings. To date, 12 countries have implemented a DQA.

Key Indicator: Case Notification rate in new sputum smear positive pulmonary TB cases per 100,000 populations nationally

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	131 per 100,000	133 per 100,000	134 per 100,000	135 per 100,000
Result	115 per 100,000	120 per 100,000	129 per 100,000	131 per 100,000	138 per 100,000		

Indicator Analysis

The case notification rate for Tuberculosis (TB) is the number of new and relapse TB cases notified in a given year, per 100,000 people. Case notification rate has been stabilizing at global level since 2007, with the exception of an increase in 2014 due to improved reporting from private sector providers in India, yet it is steadily improving in USAID supported countries over time. The USAID TB program has prioritized numerous evidence-based interventions aimed at improving case notification. Community based TB activities to improve knowledge about TB (symptom recognition and where to seek care), referral of symptomatic individuals, screening at community level, and better integration of community based health programming has played an important role in improving case notification. Introduction of new diagnostics and improved case detection at facility level, have also contributed to the increase in notification over time.

Lastly, support for implementation of mandatory reporting of TB cases from private sector providers has played a role in ensuring that more of the diagnosed cases are actually reported to National TB Programs, particularly in India.

As USAID moves forward with a new global TB strategy for 2015-2019, the TB program will continue to support scale up of evidence based approaches with the goal of maintaining the positive trend in case notification. Additionally, the TB program will work with National TB Programs (NTPs) and partners to identify key populations for targeted case finding, such as contacts of infectious TB patients, miners, prisoners, slum dwellers, diabetics and other sub groups known to be at risk for having TB. USAID will also support efforts to



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improve data collection, analysis and use, so that the most accurate data are available to assess the burden of TB and support TB program planning. These activities contribute to the overall Strategic Objective by maintaining the critical leadership role the U.S. Government is playing in global TB control efforts and ensuring that partners maximize detection and notification of TB cases.

Indicator Methodology

This indicator is generated from the WHO TB Database, which is updated each year by the TB Monitoring and Evaluation Unit (TME) in the WHO Global TB Program. This team sends a standardized data collection form to

NTP managers with a request to complete notification and treatment outcome indicators, as well as information related to implementation of priority activities under the Global Plan to Stop TB. TME analyzes the data with a standard quality algorithm to identify missing data and trends that are inconsistent with previous years that may indicate a data quality issue. The data quality report is returned to NTP managers with request to address the issues and resubmit. Next, the data are analyzed and key indicators generated from the “raw” data provided by the NTP.

The definition of this indicator has shifted over time since WHO updated the TB Monitoring and Evaluation framework in 2013 and NTPs began to introduce and scale up the new definitions and reporting forms. To maintain consistency and in recognition of the fact that most NTPs were slow to scale up the new reporting framework, the calculation of this indicator remained the same from FY 2013 to FY 2014. For FY 2015, as more countries expanded use of the framework and new definitions, the calculation changed and resulted in a higher rate due to the inclusion of TB cases that previously would not have been counted in the case notification rate. A concern with this indicator is the possibility of a lower rate if all service delivery sites that diagnose TB do not report notifications on a quarterly basis, which may be an issue in countries where many TB cases are diagnosed and treated in private sector settings but not notified to the NTP. USAID is working with NTPs and implementing partners to improve data quality through supervision and increased collaboration with the private sector so that notification rates are improved in the future.

Key Indicator: Percent of registered TB cases that were cured and completed treatment (all forms) (treatment success rate)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	N/A	87%	88%	89%
Result	86%	86%	87%	86%	87%		

Indicator Analysis



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The definition of treatment success rate changed for FY 2014 with the new WHO reporting framework and this new definition remained in place for FY 2015. This important programmatic outcome, which previously focused only on smear positive (and potentially contagious) TB cases, now includes all forms of TB. This more than doubles the number of TB patients included in the analysis of USAID-supported countries. For example, the denominator of this indicator shifted from 1.2 to 2.7 million from FY 2013 to FY 2014, and the numerator included all laboratory confirmed and clinically diagnosed TB cases instead of only smear positive. This significant change in the definition made it impossible to report consistently from FY 2015; therefore, this indicator has been replaced with “Percent of registered TB cases that were cured and completed treatment (all forms) (treatment success rate).”

This new indicator reflects the ambitions of the forthcoming USAID TB strategy for the period 2015-2019, which is focused on providing patient centered, high quality diagnosis and treatment services for all TB cases, with a goal of achieving and maintaining greater than 90 percent treatment success rate by 2019.

The baseline value for FY 2014 was 86 percent.

USAID will continue to support interventions aimed at maintaining and improving treatment outcomes and reporting systems to ensure improvements in the indicator and accurate reporting. These include a range of interventions from direct patient support to ensure completion of treatment to technical assistance aimed at improving drug procurement, management and quality – interventions that are critical to providing high quality TB treatment. These activities, and the resulting outcome, contribute to the strategic objective of combatting global health challenges by ensuring that patients are cured, transmission is interrupted in households and communities, and the social and economic consequences of a TB diagnosis are minimized.

Indicator Methodology

This indicator is generated from the WHO TB Database, which is updated each year by the TB Monitoring and Evaluation Unit (TME). This team sends a standardized data collection form to NTP managers with a request to complete notification and treatment outcome indicators, as well as information related to implementation of priority activities under the Global Plan to Stop TB. TME analyzes the data with a standard quality algorithm to identify missing data and trends that are inconsistent with previous years that may indicate a data quality issue. The data quality report is returned to NTP managers with request to address the issues and resubmit. Next, the data are analyzed and key indicators generated from the “raw” data provided by the NTP.

The major concern with this indicator is the shifting definition from FY 2013 to FY 2014 as part of the WHO update to the TB Monitoring and Evaluation framework (see above). Unlike case notification rate, it was not possible to calculate the indicator as defined in the past because the variables that contribute to the numerator and denominator are not the same. Additionally, since the key variables changed over time, it is possible that NTPs who were slow to adopt the new framework did not consistently adhere to the new definitions, although it is not known how this data quality concern could affect the direction. USAID is providing technical assistance to



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countries to improve reporting systems, especially with regards to the new WHO framework, and to address these potential data quality issues.

Additional Evidence Measuring Achievement of the Objective

(New) Key Indicator: Teenagers Who Have Begun Childbearing

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Target	N/A	18.0	17.2	16.4	15.6	14.6
Result	18.8					

Indicator Analysis

Teenage fertility is a major health concern because teenage mothers and their children are at high risk of illness and death. Early childbearing has detrimental health and non-health consequences. Teenagers who give birth may be at higher risk of obstetric fistula, anemia, and maternal morbidity and mortality. Their children are also more likely to experience serious health consequences including greater risk of perinatal mortality. Furthermore, early childbearing is associated with lower levels of education, higher rates of poverty, and higher incidences of domestic violence and sexual abuse. Delaying the age of first birth helps slow population growth by shortening the reproductive span.

Recent survey data has shown that several priority countries are experiencing an increase in the percentage of teenage births. USAID is supporting projects and interventions that address this issue to increase knowledge and reduce unmet need for contraception among sexually active youth and adolescents.

USAID is proposing to use this indicator instead of “First birth under 18.”

Indicator Methodology

This new indicator measures the proportion of women age 15 to 19 who were mothers or pregnant at the time of the survey. The indicator data source is the DHS for the following USAID-assisted countries: Afghanistan, Angola, Bangladesh, Benin, Burundi, Cambodia, Democratic Republic of Congo, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, Zambia, and Zimbabwe.

FY 2015 baselines are based on: 1) the number of countries receiving at least \$2 million in FP/RH in FY 2014 and with two or more RHS, MICS, PMA 2020, or Demographic Health Survey (DHS) data points available at the time of reporting. South Sudan has been included because it meets the funding criterion, but only has one survey data point. Egypt has been excluded because it does not meet the funding criterion. Targets were set using the average proportion of teenagers who have begun childbearing in countries which have graduated from FP/RH assistance.



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Performance Goal 2.5.1: Create an AIDS-Free Generation

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

Performance Goal Overview

The U.S. Government is committed to making strategic, scientifically sound investments to help scale up HIV prevention, treatment, and care interventions, particularly in high-burden countries. The HIV/AIDS epidemic continues to impact much of the world, and in many low- and middle-income countries, recent studies reveal that HIV disproportionately impacts key populations and demonstrates the existence of concentrated epidemics in these groups.

The U.S. Government’s HIV/AIDS assistance is coordinated through the Office of the U.S. Global AIDS Coordinator to implement the PEPFAR. It continues to expand and progress, contributing to the dramatic improvements seen in many national epidemic trends. The U.S. Government effort has been instrumental in this successful transition, but this level of effort must be increased on a global scale if the goal of an AIDS-free generation and epidemic control is to be achieved. This global response is framed in the context of the UNAIDS ambitious 90-90-90 global goals: 90 percent of all people living with HIV will know their HIV status; 90 percent of all people with diagnosed HIV infection will receive sustained antiretroviral therapy; and 90 percent of all people receiving antiretroviral therapy will have viral suppression by 2020. This goal is dependent on a dramatic pivot in how PEPFAR conducts business, focusing on a greater use of data and evidence-based interventions to target geographic areas and specific populations where disease burden is greatest. PEPFAR efforts are also dependent on linkages between U.S. efforts with those of partner countries, major bilateral and multilateral actors, civil society, people living with HIV/AIDS, faith-based organizations, foundations, and the private sector. This collaborative relationship continues to evolve in conjunction with a focus on a more data-driven agenda that targets geographic areas and populations where impacts will be greatest.

While global results associated with this larger effort are a more complete illustration of progress, in this report the focus is on PEPFAR’s contribution to this combined work. PEPFAR is a major driver of these achievements, and as this new phase expands, this pivot in approach will continue to place more emphasis on impact, efficiency, sustainability, partnership, and human rights in the fight against this epidemic. On World AIDS Day (December 1, 2015), President Obama announced bold two-year targets for PEPFAR, reaching 12.9 million persons on ART, 13 million VMMC, and a 40 percent reduction in new infections.

Key Indicator: Number of adults and children with advanced HIV infection receiving Antiretroviral Therapy (ART)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	N/A	11.4 million*	12.9 million*



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Result	5.1 million	6.7 million	7.7 million	9.5 million
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*Targets were set based on President Obama's announcement for World AIDS Day in 2015.

Indicator Analysis

PEPFAR support in FY 2015 helped a total of 9.5 million persons to receive life-saving antiretroviral treatment. This result continues the trend in growth experienced over the last several years of U.S. Government support to country programs. This increase in numbers is largely due to countries adopting the WHO guidelines of treating those with a CD4 cell count (also known as T-cells) of less than 500 versus 350, which allows more people to enroll in treatment, and an aggressive scale up of treatment.

A new reporting framework now permits a disaggregation of data according to the type of support provided, which allows PEPFAR to better describe its contribution to national and global efforts. Direct Service Delivery (DSD) support requires PEPFAR investment towards critical inputs such as health care worker salaries or commodities at the site-level, in addition to an established or a routinized presence (e.g., quarterly visits) at the point of service delivery to ensure quality services are provided. Technical Assistance for Service Delivery Improvement (TA-DSI) support is defined by the provision of essential technical support to the site, at least on a quarterly basis. This technical support may take the form of clinical mentorship, supportive supervision, site-level quality improvement or quality assurance support, as well as routine support of monitoring, evaluation, and reporting activities, just to name a few examples. This year PEPFAR supported 5.8 million persons receiving antiretrovirals consistent with the DSD level of effort and 3.7 million persons consistent with the TA-DSI level.

Indicator Methodology

Data source: Data are submitted by country teams to headquarters on a quarterly basis. These data represent the achievements of actual performance by partners at treatment sites in countries where PEPFAR provides support. Typically data are managed by these partners and subjected to a variety of quality control and assurance measures. Once submitted to the PEPFAR team in-country, the U.S. Government team conducts additional quality assurance procedures. This information is then forwarded to headquarters, where a team of advisors performs one more quality analysis.

Data Quality: PEPFAR works continuously with partners and country teams to strengthen data quality assurance procedures and practices. Use of the DSD and TA-DSI data types was introduced this year for the first time, and some reporting issues were evident in most countries. These problems will be resolved as implementing partners, country teams, and headquarter personnel become more familiar with these new methods. PEPFAR has also initiated the PEPFAR Oversight, Accountability, and Response Team process, a joint field and headquarters effort through which data quality is reviewed and addressed throughout the year.

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



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	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	N/A	766,898*	TBD
Result	747,300	781,800	745,369	832,000		

*Targets were set based on President Obama’s announcement for World AIDS Day in 2015.

Indicator Analysis

This indicator documents the provision of antiretroviral to HIV-positive pregnant women in PEPFAR-supported programs. Focusing only on PEPFAR-supported service delivery programs provides a description of the scale of PEPFAR effort, permitting an improved understanding of PEPFAR progress in this strategic framework.

The PEPFAR 2015 results of providing 832,000 for antiretroviral therapy for pregnant women continue along the same positive trend exhibited over the last decade, and this figure reverses the drop in numbers from 2014. This dip in values was interpreted to be associated with a decrease in HIV prevalence among pregnant women, even as the number of pregnant women tested increased. This lower prevalence is consistent with a decreasing global HIV incidence. UNAIDS’ 2014 Progress Report on the Global Plan cites program saturation in some countries as a potential explanation for the lower testing and treatment results. Alternatively, another explanation proposed was that testing was not focused in the correct geographic location within a country. During 2015, in conjunction with the PEPFAR 3.0 pivot to locations with greater disease burden, the results grew significantly relative to the previous year. These results validate the PEPFAR 3.0 realignment and call attention to the ongoing and increasing need for services in these operating units.

As noted for the treatment indicator, a new reporting framework now permits a disaggregation of data according to the type of support provided. DSD support requires PEPFAR investment towards critical inputs such as health care worker salaries or commodities at the site-level, in addition to an established or a routinized presence (e.g., quarterly visits) at the point of service delivery to ensure quality services are provided. TA-SDI support is defined by the provision of essential technical support to the site, at least on a quarterly basis. This technical support may take the form of clinical mentorship, supportive supervision, site-level quality improvement or quality assurance support, as well as routine support of monitoring, evaluation, and reporting activities, just to name a few examples. PEPFAR support 489,000 HIV-positive pregnant women at the DSD level of effort and 343,000 at the TA-DSI level.

Indicator Methodology



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Data source: Data are submitted by country teams to headquarters on a semi-annual basis. These data represent the achievements of actual performance by partners at PMTCT sites in countries where PEPFAR provides support. Typically data are managed by these partners and subjected to a variety of quality control and assurance measures. Once submitted to the PEPFAR team in-country, the U.S. Government team conducts additional quality assurance procedures. This information is forwarded to headquarters where a team of advisors performs one more quality analysis.

Data Quality: PEPFAR works continuously with partners and country teams to strengthen data quality assurance procedures and practices. Use of the DSD and TA-DSI data types was introduced this year for the first time, and some reporting issues were evident in most countries. These problems will be resolved as implementing partners, country teams, and headquarter personnel become more familiar with these new methods.

Key Indicator: Number of males circumcised as part of the Voluntary Medical Male Circumcisions (VMMC) for HIV prevention program

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	N/A	11,000,000	13,000,000
Result	1,131,901	2,230,075	2,242,267	2,573,000		

*Targets were set based on President Obama’s announcement for World AIDS Day in 2015.

Indicator Analysis

VMMC is a one-time, low cost intervention shown to reduce men’s risk of HIV infection by approximately 60 percent. This medical intervention has the potential to save millions of lives and billions of dollars in future HIV/AIDS treatment costs. The procedure is also drawing millions of men into health services – some for the first time in their lives. WHO recommends VMMC as part of a comprehensive package of HIV prevention services, and PEPFAR supports the implementation of VMMC in 14 East and Southern African countries, which have the highest unmet need for this intervention and where programs will have the greatest return on investment. In conjunction with ARV Treatment and PMTCT, VMMC comprises the third medically based component of the combination prevention strategy implemented globally.

At the end of FY 2015, after eight years of VMMC for HIV prevention programming, PEPFAR had supported more than nine million VMMC procedures in 14 east and southern African countries. Approximately 2.57 million of these were in FY 2015 alone, the greatest reach of the program in any single year to date. In coordination with ART scale-up, PEPFAR-supported VMMC programs in high burden areas—where HIV transmission is likely to be highest—to reduce viral acquisition among men, and in turn prevent onward transmission to women. These



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efforts will further focus on increasing VMMC coverage among age groups most immediately at risk of sexually acquiring HIV, primarily older adolescents and young adults. PEPFAR programs continue to strive to achieve 80 percent adult male circumcision prevalence (equating to 20.3 million circumcisions) among the 14 countries to maximally and efficiently reduce HIV incidence in the shortest period of time possible and contribute to PEPFAR's overarching strategies for epidemic control. VMMC is also promoted as a complement to the DREAMS (Determined-Resilient-Empowered-AIDS-Free-Mentored-Safe) Initiative targeting adolescent girls and young women to aggressively reduce the number of new infections within this highly vulnerable cohort.

Indicator Methodology

Data source: Data are submitted by country teams to headquarters on a semi-annual basis. These data represent the achievements of actual performance by partners at treatment sites in countries where PEPFAR provides support. Typically data are managed by these partners and subjected to a variety of quality control and assurance measures. Once submitted to the PEPFAR team in-country, the U.S. Government team conducts

additional quality assurance procedures. This information is forwarded to headquarters, where a team of advisors performs one more quality analysis.

Data quality: PEPFAR works continuously with partners and country teams to strengthen data quality assurance procedures and practices. Use of the DSD and TA-DSI data types was introduced this year for the first time, and some reporting issues were evident in most countries. These problems will be resolved as implementing partners, country teams, and headquarter personnel become more familiar with these new methods.

Performance Goal 2.5.2: End Preventable Maternal and Child Deaths (Agency Priority Goal)

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

Performance Goal Overview

USAID, with its partners in the U.S. government and the global community, is committed to the goal of ending preventable child and maternal deaths. All women deserve to give birth safely, and all children — no matter where they are born — deserve the same chance to survive and thrive. Over the last few decades, the global community has responded to the urgency of this mission, raising child and maternal survival to the top of the international development agenda. All told, from 1990 to 2015, the total number of child deaths fell by more than half, from 12.7 million to 5.9 million. The annual number of maternal deaths decreased by 43 percent, from approximately 532,000 in 1990 to an estimated 303,000 in 2015.



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Performance Goal Progress Update

As the global community evaluates progress against global development goals, USAID continues to focus on transforming global health through sustainable interventions by constructing a common agenda to improve and sustain country measurement and accountability for health results in the post-Millennium Development Goal (MDG) era. To that end, in June 2015, USAID, the World Bank and the WHO convened a global summit on Measurement and Accountability for Results in Health, bringing together decision makers and thought leaders representing governments, multilateral agencies and civil society. The Summit defined a new Health Measurement and Accountability Strategy which articulates a shared agenda for the global health community and resulted in the Roadmap for Health Measurement and Accountability. The Roadmap clearly outlines smart investments that can be adopted at the country level to strengthen basic measurement systems and align partners and donors around common priorities.

USAID focuses its Maternal and Child Health (MCH) efforts on the set of 24 priority countries that account for nearly 70 percent of child deaths worldwide. In FY 2015, USAID exceeded its targets for the percentage of births attended by a skilled doctor, nurse, or midwife, reaching an average global coverage of 55.5 percent. Similarly, global coverage of the diphtheria, pertussis (whooping cough), and tetanus (DPT3) vaccine among children under 12 months reached 80 percent across USAID priority countries. The DPT3 vaccine series requires a child

to receive three doses (at various points before their first birthday) to be fully protected. Therefore, DPT3 coverage serves as a gauge of how well countries are providing immunization coverage for their children, an important indicator of USAID's priority goal of EPCMD in its 24 Priority Countries.

USAID continues to mobilize international action through evidence-based interventions to address major health challenges facing women and children. In FY 2015, USAID priority countries experienced a decline in (all-cause) under-five mortality (U5MR) rate of 1.7 per 1,000 live births. Although the target was set at two, the decline of 1.7 was neither unexpected nor an indication of poor performance in USAID priority countries. Rather, as USAID begins closing the gap between developing and developed country mortality rates and making progress toward its EPCMD goal, the Agency expects the absolute change to decrease from year to year.

Children under five years of age are also one of most vulnerable groups affected by malaria. In FY 2015, 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). The President's Malaria Initiative (PMI) includes 19 focus countries in Africa and one regional program in the Greater Mekong sub-region. PMI coordinates its procurement and distribution of ITNs with other major donors including the Global Fund, the World Bank, and UNICEF. Through PMI's efforts, 72 million people were protected against malaria with ITNs, surpassing the goal by 22 million people.

A major contributor to EPCMD is ensuring access and use of family planning services. By enabling women and couples to choose and practice healthy timing and spacing of pregnancies and providing family planning contraceptive commodities, family planning could reduce maternal deaths by 30 percent and child deaths by 25 percent globally. FY 2015 Quarter 4 (Q4), on-time shipments of contraceptive commodities exceeded the target



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value by three percent. Overall, for this indicator, USAID met or exceeded its target of 90 percent for every quarter in FY 2015 by an average of 3.5 percent.

USAID also exceeded its target of modern contraceptive prevalence rate (mCPR), achieving an average 1.2 percentage point increase in mCPR across the USAID-assisted countries from 32.0 in 2014 to 33.2 in 2015.

Increased contraceptive use leads to decreases in unintended pregnancies and abortions and is an indication that women worldwide are gaining access to potentially life-saving contraception.

Key Indicator: Absolute change in under-five mortality rate

	FY 2014	FY 2015	FY 2016	FY 2017
Target	-2	-2	-1.5	-1.5
Result	-2.4	-1.7		

Indicator Analysis

Proven preventive and curative interventions are often packaged together to target the leading causes of death of children under five (e.g., pneumonia, diarrhea, malaria and undernutrition). More than 40 percent of all child deaths now occur in the neonatal period; in many countries, reduction of neonatal mortality is progressing more slowly than reduction of child mortality. Governments and their partners need to take systematic action to reach all women, newborns, and children under five with effective care. Highly cost-effective interventions are available and feasible for delivery even at the community level. The overall goal of USAID’s child health program is to decrease child mortality.

Data for all-cause under-five mortality are produced by the UN Inter-agency Working Group on Mortality Estimates (IGME). Throughout the year, IGME works with USAID, host countries, international partners, and subject matter experts to update its child mortality estimates annually in September after reviewing newly available data and assessing data quality. The estimates for all preceding years are also subject to change once new data are added to the model. In many low and middle income countries where civil and vital registration systems are not well-functioning, household surveys are the primary source of data on child mortality. In USAID’s 24 MCH priority countries, 12 new household surveys (Demographic and Health Surveys as well as Multi Indicator Cluster Survey) were released between the 2014 and 2015 IGME Reports. This increased availability of empirical data in 2015 substantially changed the estimates generated by UN IGME for some countries for prior years, including estimates for 2013 as reported in the 2014 Annual Performance Report. As USAID helps countries increase rigor and utility of these estimates, it accounts for this variation while still monitoring progress against its EPCMD goal.

Indicator Methodology



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The IGME seeks to compile all available national-level data on child mortality, including data from vital registration systems, population censuses, household surveys and sample registration systems to generate all-cause under-five mortality rate estimates. To estimate the under-five mortality trend series for each country, a statistical model is fitted to data points that meet quality standards established by the UN IGME and then used to predict a trend line that is extrapolated to a common reference year. The FY 2015 result is reflective of data from the IGME September 2015 Revision, weighted by the number of live births from the United Nation World Population Prospects 2015 Revision.

Targets have been projected using historical trends in the 24 priority countries which include: Afghanistan, Bangladesh, Democratic Republic of Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen and Zambia.

Key Indicator: Absolute change in modern contraceptive prevalence rate

	FY 2014	FY 2015	FY 2016	FY 2017
Target	+1	+1	+1	+1
Result	+1	+1.2		

Indicator Analysis

Family planning is a critically important and cost-effective development intervention to the serious public health issues of child and maternal mortality. USAID’s family planning program contributes directly to EPCMD. By enabling women and couples to practice healthy timing and spacing of pregnancies, family planning could reduce maternal deaths by 30 percent and child deaths by 25 percent globally. In addition, family planning is a necessary intervention for achieving the Agency’s mission of eliminating extreme poverty.

USAID’s family planning programming also directly supports the Agency Priority Goal of ending preventable child and maternal deaths: increased contraceptive use leads to decreases in unintended pregnancies and the ability to space planned pregnancies, promoting optional birth outcomes for both mother and child, including increased postnatal and prenatal care, increases in breastfeeding and other critical newborn and infant interventions as well as increased socioeconomic stability for families. Modern 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.



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A 1.2 percentage point increase in mCPR was achieved across USAID-assisted Family Planning/Reproductive Health (FP/RH) countries between FY 2014 and FY 2015, from 32.0 in FY 2014 to 33.2 in FY 2015, exceeding the planned target for FY 2015. Experience suggests that a country with a strong family planning program can expect to achieve and sustain a one to two percentage point annual change in mCPR. Targets for FY 2016 and 2017 build on this historical experience.

Indicator Methodology

This indicator measures the percentage of in-union women of reproductive age (age 15-49) (WRA) using, or whose partner is using, a modern method of contraception at the time of the survey. The numerator is the number of in-union WRA using modern contraception; and the denominator is the number of WRA in union. Modern contraceptive methods can include: female sterilization, male sterilization, oral contraceptives, intrauterine device (IUD), injectables, implants, female condom, male condom, diaphragm, contraceptive foam or contraceptive jelly, monthly pill, lactational amenorrhea method (breastfeeding), standard days method, emergency contraception, country-specific modern methods, cervical cap, contraceptive sponge, and others. Annual country estimates of mCPR are derived through dynamic averages using all available data points from DHS/RHS as well as 2015 population data.

FY 2015 results and FY 2016/2017 targets have been projected using DHS/RHS data for the following USAID-assisted countries: Afghanistan, Angola, Bangladesh, Benin, Burundi, Cambodia, Democratic Republic of Congo, Ethiopia, Ghana, Guatemala, Guinea, Haiti, India, Jordan, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, , Uganda, Yemen, Zambia and Zimbabwe. FY 2015 results and FY 2016/2017 targets are based on the number of countries receiving at least \$2 million in FP/RH funding in FY 2014 and with two or more RHS, MICS or DHS data points available at the time of reporting. South Sudan has been included because it meets the funding criterion but only has one survey data point.

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

	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4	FY 2016 Quarter 1	FY 2016 Quarter 2	FY 2016 Quarter 3	FY 2016 Quarter 4
Target	90%	90%	90%	90%	90%	90%	90%	90%
Result	94%	93%	94%	93%				

Indicator Analysis

The procurement and shipment of family planning commodities is central to USAID’s efforts to address the unmet need for family planning in USAID priority countries. USAID advances and supports FP/RH programs worldwide through: field-driven program design and implementation; comprehensive technical support; timely



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and authoritative research; global leadership; and high-impact partnerships. Family planning is a key intervention to improving maternal and child health by providing a means for birth spacing and reducing the number of unwanted pregnancies, therefore reducing entry into the high risk pool for maternal deaths.

The FY 2015 quarterly results of shipments of contraceptive commodities exceeded their targets for the four quarters of FY 2015, largely due to timely ordering of contraceptive commodities by field Missions and programs; enhanced visibility into contraceptive demand through USAID’s involvement in global supply initiatives; and implementing measures to ensure appropriate lead times to prevent delays, including improved collaboration with suppliers and vendor management practices.

Indicator Methodology

This indicator measures contraceptive commodity shipments made to the following countries: Afghanistan, Angola, Bangladesh, Benin, Burundi, Dominican Republic, Ethiopia, Georgia, Ghana, Guinea, Haiti, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Myanmar, Nepal, Nigeria, Pakistan, Rwanda, Saint Vincent, Senegal, South Africa, South Sudan, Suriname, Tanzania, Thailand, Togo, Trinidad and Tobago, Uganda, Zambia, and Zimbabwe. This indicator is calculated as the cumulative commodities shipped and delivered each quarter as a proportion of the known orders for the year at the time, across all appropriate countries noting that the needs

of countries (and therefore the number of countries) may vary quarter-to-quarter and year-to-year. Shipments included are those requested by USAID missions through the Central Contraceptive Procurement (CCP) program.

USAID continues to undertake improvement reviews to assess on-time shipment and take swift and effective action to mitigate shipment delays. Targets for FY 2016 and FY 2017 may be updated as the newly awarded commodity procurement mechanisms submit their work plans.

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

	FY 2012 Baseline	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	45,000,000	50,000,000	62,000,000	68,000,000
Result	50,000,000	45,000,000	89,000,000	72,000,000		

Indicator Analysis

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 in the Africa region has fallen by 58 percent from 2000 to 2015 in children under five years of age. In FY 2015, USAID’s malaria projects supported PMI’s continued efforts to support the scale-up of insecticide-treated nets (ITNs); indoor residual spraying (IRS); appropriate malaria case management including parasitological diagnosis and treatment



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with artemisinin-based combination therapies; and intermittent preventive treatment of malaria in pregnancy (IPTp). PMI 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. If used properly, ITNs are one of the best ways to prevent mosquitoes from biting individuals and infecting them with malaria. During the past decade, household ownership of at least one ITN increased from an average of 29 to 68 percent in all 19 PMI focus countries. Additionally, use of an ITN among children under five tripled from an average of 18 to 54 percent, and similar increases have been documented for use of ITNs by pregnant women (from an average of 17 to 45 percent).

Measuring the number of people protected against malaria with an ITN distributed 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 ITNs is to reduce the number of malaria deaths in PMI countries. Targets for this indicator are set by estimating the number of ITNs that will be distributed with PMI funds based on Malaria Operational Plans for the 19 PMI focus countries. Funding levels and the addition of countries are also considered.

PMI coordinates its procurement and distribution of ITNs with other major donors including the Global Fund, the World Bank, and UNICEF. In FY 2015, PMI protected 72 million people against malaria with ITNs. PMI exceeded

the projected target due to large mass campaigns that were successfully implemented in Nigeria with close coordination with the Global Fund.

Out-year targets for FY 2016 and FY 2017 were set to reflect large numbers of ITNs that are being procured by the Global Fund but distributed with PMI support, along with off-year schedules for national campaigns across the PMI countries.

Indicator Methodology

The data source for this indicator is 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 2012 and FY 2013 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 for FY 2013 account for potential double-counting by reducing the overall reported numbers by five percent, which reflects an estimated percentage of the population in PMI countries benefiting from PMI-supported IRS and ITNs. The estimated results for FY 2014 and FY 2015 account for ITNs using only the global estimate that every net covers two people. FY 2016 and FY 2017 targets for this indicator are set by estimating the number of ITNs that will be distributed by PMI in the following year based on Malaria Operational Plans for the 19 PMI focus countries and looking at trends for distribution over the years across PMI countries.

Possible data limitations include a lag in reporting from partners due to delayed ITN distribution in a particular country.



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

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

	FY 2011 Baseline	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	50.4%	51.5%	52.4%	53.4%	+1	+1
Result	49.4%	51.6%	51.3%	59.9%	55.5%		

Indicator Analysis

USAID is working across its priority countries to end preventable child and 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 2015, USAID developed comprehensive management tools to focus resources on high-

impact maternal interventions with support for essential health system and human resource improvements. A major component of saving the lives of women during and around childbirth is ensuring that all births are attended by skilled health professionals. Timely management and treatment is needed to address the causes of maternal mortality including severe bleeding, high blood pressure, and infection. The average use of skilled birth attendants (SBA) across 24 USAID priority countries in FY 2015 was 55 percent, exceeding the FY 2015 target.

As USAID focuses its maternal and child health efforts on the set of 24 countries that account for 73 percent of child deaths worldwide, current reporting is reflective of the aggregate annual percentage for 24 countries. The difficulty in achieving higher coverage of skilled birth attendant cannot be underestimated, given the significant challenges of sufficiently training and maintaining critical staff, as well as supporting health facilities and systems to adequately addressing the barriers of women seeking care. 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 and reducing barriers to use of services.

Limitations: For the SBA indicator, each country uses a locally specific definition of which providers are considered "skilled." This definition may vary across countries, as some providers considered "skilled" in one country may not have similar skills in another country. As a result, definitions may change across countries. The estimates for SBA come from surveys and therefore have margins of error similar to election polls. In addition, the surveys are carried out every three to five years and therefore these estimates may be based on responses



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that reflect service several years in the past. In addition, the surveys request information about births that may have occurred up to five years prior to the most recent survey.

Indicator Methodology

The percent of births attended is calculated among women giving birth in the last five years, at the most recent birth, those who had a doctor, nurse or midwife in attendance divided by the most recent birth of all women giving birth in the past 5 years. Data are collected from DHS, Multi-Indicator Cluster Surveys (MICS), and other nationally representative surveys. The data source for this indicator has changed. Some of the difference between FY 2013 and FY 2014 values is attributed to the change in data source alone. Previous reporting was limited to data from the DHS and as a result of harmonization efforts by USAID and global partners the primary data source is now the UNICEF/WHO database, which incorporated both DHS and the MICS for data that are comparable and adhere to a standardized definition. Data for the 24 USAID priority countries are aggregated using a dynamic aggregation methodology and weighted by birth cohort using UN World Population Prospects 2015 Revision.

As a reflection in changes to data methodology (the aforementioned changes in source, weighting and aggregation methodology), targets have been changed from a discrete number to an absolute change in skilled birth attendance. However, projected targets still use using historical trends in the 24 priority countries which include: Afghanistan, Bangladesh, Democratic Republic of Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya,

Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen and Zambia.

Key Indicator: Annual total percentage of children who received DPT3 by 12 months of age

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	61.1%	61.7%	+0.5	+0.5
Result	59.9%	60.8%	60.4%	74.5%	80.0%		

Indicator Analysis

In FY 2015, USAID exceeded its target for the percentage of children under 12 months of age receiving the third dose of DPT3. Immunization against childhood diseases such as these is one of the most feasible, effective and powerful means of preventing childhood mortality and morbidity. Despite the low cost of basic childhood immunizations, millions of children die every year from vaccine-preventable diseases. The series of DPT vaccine require a child to receive three doses (at various time points before their first birthday) to be fully protected. Therefore, DPT3 coverage serves as a gauge of how well countries are providing immunization coverage for their



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children and as such is an important indicator of USAID's priority goal of ending preventable maternal and child deaths in the 24 priority countries. While global trends show variable progress, USAID continues to strive for high vaccination coverage, an effort that can be difficult to maintain in the presence of extreme weather events, disasters, conflict, failing health infrastructure, supply chain problems and population displacement.

Limitations: The source of the estimates for DPT3 has changed since the targets were established. USAID is now using annual estimates of vaccination coverage published by the UN (which take into consideration survey findings as well as country counts of vaccines provided). In the past, the targets were established based only on survey findings. Targets in future years will be adjusted to reflect the change in data source.

Indicator Methodology

The data source for this indicator has changed. Some of the difference between FY 2013 and FY 2014 values is attributed to the change in data source alone. Previous reporting was limited to data from the DHS and as a result of harmonization efforts by USAID and global partners the primary data source is now the UNICEF/WHO database, which incorporated both DHS and the MICS for data that are comparable and adhere to a standardized definition. Data for the 24 USAID priority countries are aggregated using a dynamic aggregation methodology and weighted by birth cohort using UN World Population Prospects 2015 Revision.

Limited increments in future year targets are due to the challenge in the 24 USAID priority countries of reaching an entirely new birth cohort with all routinely recommended vaccines each year. The USAID priority countries were selected because they have weak health systems, particularly for the delivery of primary health services including vaccines. Many of these priority countries have had services disrupted in recent years by disasters,

conflict, and population displacement. Given these challenges, USAID efforts can be instrumental in minimizing the fall in coverage of high impact interventions due to such disruptions.

Global and regional coverage are estimated by WHO/UNICEF estimates of national coverage by target population from the United Nations Population Division's World Population Prospects, 2015 Revision. The size of the target population is the national annual number of infants surviving their first year of life. As a reflection in changes to data methodology (the aforementioned changes in source, weighting and aggregation methodology), targets have been changed from a discrete number to an absolute change in DPT3 coverage. However, projected targets still use using historical trends in the 24 priority countries which include: Afghanistan, Bangladesh, Democratic Republic of Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, and Zambia.



Strategic Goal 3: Promote the Transition to a Low Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy

Strategic Objective 3.1: Building on Strong Domestic Action, Lead International Actions to Combat Climate Change

Strategies for Achieving the Objective

Through the President's Climate Action Plan, the President's Global Climate Change Initiative, and USAID's Climate Change and Development Strategy, the United States has made low-emissions, climate-resilient sustainable economic growth a priority in our diplomacy and development. Our efforts involve two major areas of engagement: (1) lowering the atmospheric accumulation rate of greenhouse gases that cause climate change; and (2) helping societies anticipate and incorporate plans for responding to potential climate change impacts. The United States is leading efforts to address climate change through international climate negotiations while enhancing multilateral and bilateral engagement with major economies. It is also enhancing partnerships with other key countries and regions. The United States is focusing its efforts on actions that support, among others, successful implementation of the United Nations Framework Convention on Climate Change (UNFCCC) Paris Agreement including supporting developing countries in implementing their Nationally Determined Contributions (NDCs) and in developing and implementing their National Adaptation Plans (NAPs). These efforts deliver results that contribute to an ambitious and effective global response to climate change to the year 2020 and beyond.

The United States is building partnerships to reduce emissions of short-lived climate pollutants and from deforestation. For example, the United States works to secure a global phase-down of hydro-fluoro-carbons through the Montreal Protocol. If implemented, this could reduce global greenhouse gas emissions by 90 gigatons of CO₂ equivalent by 2050. The United States is also building capacity for countries to undertake low-emission development strategies and actions. This work includes assisting countries to increase their capacity for cross-sector planning and formulating sectoral policies for low-emissions economic growth. Other efforts aim to expand clean energy generation and transmission and to increase energy efficiency while phasing out inefficient fossil fuel subsidies that encourage wasteful consumption. This requires mobilizing public and private investments in cleaner energy, implementing enhanced land-use practices, and building public-private partnerships that reduce emissions from deforestation and forest degradation.

The Department of State and USAID's climate-smart agriculture efforts involve implementing technologies and practices that increase climate resilience and reduce greenhouse gas emissions. State and USAID are also working to promote sustainable land uses, which combine climate change mitigation and resilience with long-term growth. Additionally, State and USAID support adaptation planning processes in vulnerable countries and communities by developing support tools that use climate science and improve access to data. These integrate climate data into planning decisions. They also strengthen public participation in climate change planning, especially by women, vulnerable populations, indigenous groups, and minorities. State and USAID back actions that increase climate resilience with respect to water security, land management, disaster planning, financial risk management, and management of biodiversity and natural resources.

The United States supports bilateral and multilateral programs by working with the most vulnerable communities, least developed and developing nations, and the major greenhouse gas emitters. Among the



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programs and efforts to achieve their overall climate change objectives, the Department of State and USAID have chosen to highlight efforts to support Low Emission Development Strategies (LEDS) as a cross-cutting Agency Priority Goal. Through LEDS assistance, the Department of State and USAID seek to guide policy-makers in analyzing, making policy decisions and mobilizing investments enabling them to develop along a lower emission pathway, which contributes to greenhouse gas reduction efforts. The main programs for providing LEDS assistance, the Enhancing Capacity for LEDS (EC-LEDS) program and the LEDS Global Partnership (LEDS GP) are unique State and USAID partnerships that blend their respective strengths in diplomacy and development. These programs stand as key elements of U.S. climate assistance, alongside other critical efforts including: (1) the Major Economies Forum; (2) Clean Energy Ministerial; (3) Climate and Clean Air Coalition; (4) Tropical Forest Alliance (TFA) 2020; (5) The National Adaptation Plans (NAP) Global Network and (6) a range of multilateral funds, such as the Green Climate Fund, Clean Investment Funds, and funds focusing on adaptation such as the Least Developed Countries Fund and the Special Climate Change Fund.

Strategic Objective Progress Update

USAID and the Department of State are making significant progress in implementing this strategic goal and objective. The U.S. government plays a leadership role in addressing climate change through international climate negotiations, while enhancing multilateral and bilateral engagement with major economies and enhancing partnerships with other key countries and regions. As part of this effort, the U. S. government was deeply engaged with major economies to secure mitigation contributions before the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties in Paris in 2015 and will now support partner countries to implement the contributions. There has also been significant progress on non-UNFCCC fronts (for example, the United Nations Environment Programme's Climate and Clean Air Coalition, Tropical Forest Alliance (TFA) 2020, Power Africa, The Global Resilience Partnership, Climate Services Partnership, and the Public-Private Partnership for Climate Data: Tools for Resilient Development announcement by President Obama at the 2014 UN Climate Summit). The Department of State and USAID have determined that performance towards this objective is making noteworthy progress.

There is strong progress on the LEDS Agency Priority Goal (APG). The focus of the joint Department of State and USAID APG is to enable economic growth together with significant reductions in national emissions trajectories through 2020 and the longer term by supporting the development and implementation of LEDS. Specifically, this APG measures the progress of EC-LEDS and the multilateral Low Emission Development Strategies Global Partnership (LEDS GP). The Department of State and USAID exceeded the end of their fiscal year target for the number of country programs initiating technical assistance with Ethiopia becoming the 26th country where technical assistance has been initiated.

The EC-LEDS program is now well into the implementation phase. Overall progress on implementation is measured on an annual basis. The current APG builds on the previous Goal and focuses on areas identified as key to successful LEDS development and implementation. USAID and the Department of State worked with each partner country team very closely to determine achievable and ambitious targets for their program. In FY 2015, U.S. government technical assistance resulted in a combined total of 46 milestones achieved, from a baseline of 15, exceeding the combined total target of 45. For LEDS development, the U.S. government team



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achieved 30 major milestones, from a baseline of nine, meeting the target. The U.S. team exceeded its target of 15 major milestones for LEDS implementation with a result of 16 from a baseline of six. This, in part, highlighted a speedier transition that originally anticipated from LEDS development to LEDS implementation. Founded by the Department of State, the LEDS GP is a multilateral platform for enhanced coordination, information exchange, and cooperation among countries and international programs working to advance low emission climate resilient growth. The LEDS GP is a full-fledged global initiative supported by three regional platforms and more than 140 member governments, multilateral organizations, and implementing partners. This success was a result of strong support from the Department of State, USAID, interagency leadership and staff, and very strong interest from international partners. Participation in the LEDS GP and associated capacity building and trainings is significantly ahead of the pace outlined in the quarterly APG targets. Feedback collected at the events illustrates the ways in which participation helped strengthen individuals' capacity and knowledge, and application to national processes. For example, one participant from the Ministry of Environment in Cote D'Ivoire noted that "my participation in the LEDS Global Partnership has allowed me to build relationships with international organizations for renewable energy development projects in Côte d'Ivoire. These contacts and projects reassure policymakers of my proposals for activities aimed at reducing carbon emissions."

The LEDS GP has also conducted several Remote Expert Assistance on LEDS (REAL) projects that provided assistance directly to government agencies. In addition, a number of countries have reported back to the LEDS GP Secretariat concrete examples of how they have meaningfully applied capacity that was gained through the LEDS GP. For example, experts from six different institutions and governments provided valuable suggestions to strengthen Kenya's Framework for Climate Change Policy, including suggestions on strengthening monitoring and evaluation indicators. Comments provided by the LEDS GP experts were incorporated into the revised version of the policy which was validated by the Cabinet and presented to the Parliament for approval. This policy will provide a framework for action that promotes low carbon development in Kenya and is an important milestone in the country's path for developing its economy while reducing GHG emissions. TFA 2020 is a public-private partnership founded by the United States and the Consumer Goods Forum. Its members take voluntary actions, individually and in combination, aimed at reducing tropical deforestation associated with the sourcing of key commodities. TFA 2020 brings together critical stakeholders to tackle commodity-driven tropical deforestation using a range of market, policy, and communications approaches. Since 2012, the alliance has expanded to include 61 members, including the governments of the United Kingdom, Netherlands, Liberia, Indonesia, Ghana, and Norway, as well as private sector and civil society partners such as McDonald's, Unilever, Cargill, the Nature Conservancy, the World Wildlife Federation, and others.

Since the creation of TFA 2020, the United States has played a leadership role in standing up the organizational structure by providing funding for the interim Secretariat; convening key partners; communicating on TFA 2020 in international fora; and providing financial and technical support to key initiatives. TFA 2020 was highlighted at the 2014 United Nations Climate Summit and is aligned with U.S. Government programming to reduce tropical deforestation. For example, the United States, led by USAID and the Department of State, worked with key private sector partners in Indonesia to develop deforestation-free palm oil production commitments and in Colombia worked with the government and stakeholders to design a national-level TFA 2020 strategy for beef, soy, and palm oil development while building secure, safe communities in Colombia.



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Most recently, the United States supported the launch of TFA 2020's new global Secretariat hosted by the World Economic Forum in Geneva to strengthen the worldwide coalition and deepen regional partnerships. The Secretariat is building upon the successes and best practices of individual partners, and identifying key opportunities for partners to engage in new thematic and geographic areas. It is also innovating new, system-wide solutions to the complex challenges of deforestation-free soy, beef, palm oil, and pulp and paper supply chains. USAID is participating in the Secretariat's new Finance working group, which aims to develop and test new incentives for investments in companies that are reducing deforestation in their supply chains; the Department of State and USAID will engage in another new working group to encourage engagement by stakeholders in India and China; and finally, USAID is taking a leading role in a third working group to demonstrate that better development comes from conserving natural capital, especially tropical forests.

In addition to working with the Secretariat on global work streams, the United States continues to support specific programming to reduce commodity-driven tropical deforestation. In Paraguay, USAID is working with Minerva, FIDEI, Mennonite Cooperatives, and other private and civil society partners to develop and implement best management practices to increase sustainable production of soy and beef. This will increase the supply of sustainable commodities while reducing pressure on the Chaco, Atlantic Forest, and other critical forests in the country. USAID is initiating a new opportunity to work with TFA 2020 private sector partners to develop tools for mapping and addressing land tenure and governance challenges in their supply chains. With supply chains mapped and land rights clarified, producers have the ability and the incentive to invest in better practices and to protect their land and livelihoods, and TFA 2020 partners can better meet zero deforestation commitments and sustainable sourcing goals.

Beyond the CGF, the United States has a number of complementary programs. For example, the Department of State is working with companies, led by Unilever and Marks & Spencer that have pledged to prioritize the sourcing of commodities from jurisdictions that are implementing comprehensive forest climate programs. These jurisdictional approaches build broad community support for better practices, monitor reduced deforestation, and reduce the cost for individual producers to the commitments to reducing deforestation in their supply chains. The United States also helped launch the BioCarbon Fund Initiative for Sustainable Forest Landscapes, which brings together public and private sector incentives to support developing countries to reduce emissions from forests and agriculture, following a comprehensive landscape approach.

NAP Global Network:

Launched by the United States with several partners at COP 20 in Lima, Peru, the NAP Global Network (NAP GN) aims to galvanize bilateral support for developing countries in their process to formulate and implement national adaptation plans. The NAP GN is also improving coordination among bilateral development partners, facilitating peer learning and exchange, and supporting enhanced leadership on adaptation at the national level.

In 2015, the NAP GN brought 11 developing countries together to start or enhance their NAP processes. The network will ramp up its efforts and begin to provide more targeted in-country support in 2016.



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To enable the most vulnerable to build resilience and break free from the cycle of crisis, USAID, together with the Rockefeller Foundation and the Swedish International Development Cooperation Agency, have stood up the Global Resilience Partnership.

The Resilience Partnership aims to help millions of vulnerable people in the Sahel, the Horn of Africa, and South and Southeast Asia better adapt to shocks and stresses, whether climate-driven or otherwise. With an initial commitment of \$150 million, the Resilience Partnership will invest in a more secure future by helping the global community pivot from being reactive in the wake of disaster to driving evidence-based investments that enable regions, cities, communities, and households to manage and adapt to inevitable shocks better.

The Resilience Partnership's first activity was the Global Resilience Challenge (Challenge)—a three-stage grant competition calling for multi-sectoral teams to collaborate on innovative solutions to the toughest resilience challenges in the three focus regions. In the fall of 2015, eight winning teams were announced, each to receive approximately \$1 million. This award is for the implementation of their ground-breaking solutions. Details on each of the winning teams, plus the finalists are at www.globalresiliencepartnership.org. Through the Global Climate Change Initiative, USAID is helping countries integrate approaches to addressing climate risks into their national development plans. USAID's integration approach focuses on stakeholder engagement by identifying potential climate change impacts in key economic sectors, building consensus on prioritized actions, and empowering ownership of key actors in achieving climate resilient goals. Through the NAP GN, the United States and a number of partner countries are supporting countries to develop national adaptation plans.

Addressing climate risks requires applying weather and climate information to decision making. Through the Climate Services for Resilient Development partnership, SERVIR, and other investments in climate information services, USAID is transferring data and technology, and building the capacity of national and regional decision-makers to use forecasts, models, and early warning systems to reduce risk in key economic sectors.

USAID is also working with the International Union for the Conservation of Nature on a five-year program designed to increase input from women and girls into climate change adaptation and mitigation decision-making processes.

Performance Goal 3.1.1: (Agency Priority Goal) – Building on Strong Domestic Action, Lead International Actions to Combat Climate Change

Performance Goal Statement: By September 30, 2015, U.S. bilateral assistance under Low Emission Development Strategies (LEDS) will reach at least 25 countries and will result in the achievement of at least 45 major individual country milestones, each reflecting a significant, measureable improvement in a country's development or implementation of LEDS. Also by the end of 2015, at least 1,200 additional developing country government officials and practitioners will strengthen their LEDS capacity through participation in the LEDS Global Partnership and that capacity will be meaningfully applied in at least 25 countries.



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Performance Goal Overview

The focus of this Performance Goal is to enable economic growth together with significant reductions in national emissions trajectories through 2020 and the longer term by supporting the development and implementation of LEDS. Specifically, this Goal measures the progress of EC-LEDS and the multilateral LEDS GP. Through EC-LEDS, a multiagency U.S. government team is working with partner countries to identify and advance effective economy-wide LEDS. The LEDS Global partnership is a multilateral platform, founded by the State Department, for enhanced coordination, information exchange, and cooperation among countries and international programs working to advance low emission, climate resilient growth. Low-emission, climate-resilient sustainable economic growth is highlighted as a U.S. diplomatic and development priority in the U.S. National Security Strategy, the President’s development policy, the President’s Climate Action Plan, and the Quadrennial Diplomacy and Development Review.

Performance Goal Progress Update

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

	FY 2015 Quarter 1	FY 2015 Quarter 2	FY 2015 Quarter 3	FY 2015 Quarter 4	FY 2016 Quarter 1	FY 2016 Quarter 2	FY 2016 Quarter 3	FY 2016 Quarter 4
Target	825	850	1,100	1,200	N/A*	N/A	N/A	N/A
Result	2,851	3,876	4,305	4,796				

Indicator Analysis

The Low Emissions Development Strategies (LEDS) Global Partnership was founded to advance climate-resilient low emission development through coordination, information exchange, and cooperation among programs and countries working to advance low emissions growth. The partnership’s regional platforms, work streams, and working groups provide focused ways to more deeply investigate and improve understanding of low emission development at different geographic, topical and sectoral levels. It is through participation in these regional workshops and thematic working groups that the capacity of practitioners and official is strengthened in order to advance climate-resilient low emission development within their institutions and countries.

For this indicator, results regularly exceeded the quarterly targets for officials and practitioners. Capacity building under the LEDS Global Partnership continues to exceed expectations and surpass targets. Some quarters experienced a higher than average number of activities, workshops, and webinars which resulted in a number of officials and practitioners that exceeded the expected target value. The cumulative total far exceeds the target value due to past quarter performances.

* The measurement and methodology for this indicator will change for FY16-17 Agency Priority Goal to include counting only **developing** country officials and practitioners.



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Indicator Methodology

This indicator represents countries in which the U.S. Government has provided one or more days of U.S.-funded technical assistance related to the agreed work program or one or more person-hours of training related to the agreed work program. "Initiation of U.S. technical assistance for EC-LEDS" is defined as one or both of the following: 1) one or more days of U.S.-funded technical assistance in climate change provided to counterparts or stakeholders to support an activity identified in the EC-LEDS Agreed Work Program, or 2) one or more person hours of training completed on areas identified in the EC-LEDS Agreed Work Program.

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	10	30	42	57
Result	9	30		

Indicator Analysis

Effective LEDES are a vital tool for combating climate change. A LEDES is a strategic economic development and environmental planning framework that supports a country's development and economic growth objectives while reducing the growth rate of long-term greenhouse gas emissions; it should be based on sound analytical foundations and articulate concrete actions, policies, programs and implementation plans. Through the Global Climate Change Initiative, the U.S. Government is actively supporting partner countries' efforts to both develop and implement LEDES.

This indicator measures the extent to which partner countries are making significant, measurable progress in developing or improving their LEDES. A "major milestone" might involve conducting a greenhouse gas emissions inventory, establishing an emissions reduction target, or some other event, output, or outcome that fundamentally improves the ability of a partner country to identify, prioritize, and/or act on emissions reduction opportunities.

USAID and the Department of State worked closely with each partner country team to determine achievable and ambitious targets for their program. The U.S. Government team contributed to the achievement of 31 major milestones in LEDES development, exceeding the target by one. This was due to achieving unexpected results not captured in the original target setting process.

Indicator Methodology

In the context of this indicator, a "major milestone" is defined as the establishment, adoption or significant improvement of a country's overall LEDES or one or more essential components. Essential components include but are not limited to: plans, prioritized near-term actions, greenhouse gas inventory systems, analytical tools, and policy or regulatory frameworks. To be considered a "major milestone," the event, output, or outcome



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must be significant in the context of the individual country. Final responsibility for determining whether an event, output, or outcome reported by the country teams constitutes a “major milestone” rests with the Goal managers.

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	4	15	27	43
Result	6	16		

Indicator Analysis

This indicator measures the extent to which partner countries are making significant, measurable progress in implementing their LEDS. Specifically, a "major milestone" in this context is adopting a law or regulation, meeting a greenhouse gas emissions reduction target, or other event, output, or outcome that (a) shows a partner country is achieving significant progress in implementing its LEDS and (b) results in, or is expected to result in, significant emissions reductions.

USAID and the Department of State worked closely with each LEDS country team to determine achievable and ambitious targets for their program. Results exceeded the end-year target and achieved 16 major milestones in LEDS implementation. For example, as a result of U.S. assistance, Philippines mobilized more than \$120 million in private sector investments for clean energy and Indonesia developed and implemented Strategic Environmental Assessments for 11 districts resulting in the reduction of four million metric tons of CO2.

Indicator Methodology

In the context of this indicator, improvements that may be considered “major” include but are not limited to: (1) significant measured GHG reductions from “business as usual” scenarios; (2) finance leveraged and/or funds established for mitigation actions; (3) significant additional clean energy generation capacity installed; and (4) country-level renewable energy targets met. To be considered a "major milestone," this impact must be significant in the context of the individual country. Final responsibility for determining whether an event, output, or outcome reported by a country team constitutes a “major milestone” will rest with the Goal Managers.



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Key Indicator: Number of countries in which U.S. government technical assistance for LEDS has been initiated

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	7	20	25	25	26	26
Result	9	22	25	26		

Indicator Analysis

The Department of State is no longer using this indicator, so it will be flat-lined for the next two years.

Indicator Methodology

This indicator represents countries in which the U.S. Government has provided one or more days of U.S. Government-funded technical assistance related to the agreed work program or one or more person-hours of training related to the agreed work program. “Initiation of U.S. Government technical assistance for EC-LEDS” is defined as one or both of the following: 1) one or more days of U.S. Government funded technical assistance in climate change provided to counterparts or stakeholders to support an activity identified in the EC-LEDS Agreed Work Program, or 2) one or more person hours of training completed on areas identified in the EC-LEDS Agreed Work Program.



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Strategic Objective 3.2: Promote Energy Security, Access to Clean Energy, and the Transition to a Cleaner Global Economy

Strategies for Achieving the Objective

To promote energy security, access to clean energy, and mitigate climate change by accelerating the transition to a cleaner global economy, the Department of State and USAID will support increased energy efficiency, better energy sector governance, improved energy access, stronger national and regional energy markets, and more public and private financing.

To make energy systems more efficient, commercially viable, and cleaner, the Department of State and USAID will support programs that enhance utility performance, reduce technical and commercial losses, and improve air quality. The Department of State and USAID will also support energy sector restructuring, increasing the global rate of energy efficiency, and expanding the contribution of renewable energy. This will require improved energy sector planning, including institutional capacity building, technical assistance and integrated resource planning. It will also require expanded collaborations and public-private partnerships with other countries in science, technology, and innovation in clean energy. This work further includes policy and regulatory enhancement and reform efforts to strengthen the investment climate for clean energy projects. State and USAID will also be responsive to changes in natural gas markets in order to increase global availability of this bridge fuel.

Gaining access to energy can transform lives, the Department of State and USAID will seek to increase access to reliable, affordable energy services for underserved rural and urban populations across the world. This will require accelerating development and scaling-up appropriate business and financing models for energy access. It also means supporting cross-sectoral development priorities, such as health, agriculture, and education.

The Department of State and USAID will also promote improved energy sector governance on the national level and internationally through the International Energy Agency (IEA), the Extractive Industries Transparency Initiative (EITI), and the International Renewable Energy Agency (IRENA).

Strengthening national and regional energy markets is another key step toward reaching this objective. State and USAID will contribute by advancing Presidential initiatives in Asia, the Americas, and Africa to deploy clean energy and expand cross-border trade in electricity. One initiative is Power Africa, which aims to double access to power in sub-Saharan Africa, initially focusing on six countries – Ethiopia, Ghana, Kenya, Liberia, Nigeria, and Tanzania. We will also encourage international financial institutions and private sector companies to invest in power sector investments in sub-Saharan Africa. This requires mobilization of public and private sector finance. State and USAID will push for transparent and streamlined processes for due diligence, tendering, and procurement to accelerate power projects to reach financial close. The Department of State and USAID will also work for enhanced access to credit and risk mitigation.

In addition, under the President's Global Climate Change Initiative (GCCII) State and USAID partner with countries around the world to establish the foundations for low emission energy systems, focusing on enabling environments that attract and sustain private investment. Energy use accounts for around two-thirds of



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greenhouse gas emissions. Global demand for energy is expected to increase by 32 percent by 2040, with nearly all the growth coming from developing countries. Energy security and access are paramount to development and low emissions development strategies are vital to mitigating global climate change. Private investment in clean technologies such as wind, solar, geothermal and small-scale hydropower is helping to scale up their deployment. Technical assistance from USAID helps countries plan for and design efficient ways of integrating variable renewable energy into national energy systems. In urban areas, increased energy efficiency is being facilitated through “green” building technology and smart grids. USAID is also partnering with governments to measure and monitor carbon emissions across all economic sectors.

Strategic Objective Progress Update

The Department of State and USAID have made significant progress in their efforts to promote energy security and the transition to a more climate friendly clean global economy in the past year. For example, research shows that the Asia-Pacific region and emerging market countries now drive world energy demand growth. Therefore, State and USAID are focused on reshaping institutions to reflect today’s energy realities and to ensure U.S. and global energy security, which includes working to sustainably alleviate energy poverty. State and USAID are also working to update the Global Energy Governance Architecture through its partnership with the IEA, IRENA and EITI.

Recognizing that the level of funding needed to electrify the continent far outstrips what any government or donor can do, the Power Africa initiative supports an innovative, transaction-focused model, in partnership with governments and private sector companies. This initiative focuses on removing the barriers to successful power projects and promoting better governance of the growing power sector throughout sub-Saharan Africa. Power Africa strives to increase regional, cross-border energy trading, while also working with partner countries and regions of Africa to meet critical energy needs and achieve energy security. At the same time it promotes sustainable development and improving lives across the continent. By the end of FY 2014 Power Africa has assisted in bringing an additional 4,229 megawatts (MW) of energy to financial closure, including 3,667 MWs gained through privatization of Nigeria power assets.

The Department of State’s Partnership on Women’s Entrepreneurship in Renewables is addressing energy poverty in East Africa and India by working across sectors to empower more than 8,000 women clean energy entrepreneurs.

USAID’s Regional Clean Energy Initiative for Central America is a five-year, \$10 million project to increase public and private investment in renewable energy. It does so by improving the enabling environment and institutional capacity, while also supporting enhanced energy efficiency in the region. Project managers are working to encourage U.S. investor participation in the transformation of Central America’s energy markets.



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Performance Goal 3.2.1: Strengthen Global Energy Governance

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

Performance Goal Overview

As energy demand shifts to the developing world, energy markets will need additional timely, verifiable, and transparent market data to guide investment decisions. Organizations such as the IEA, of which the United States is one of 29 member states, play an important role in augmenting market transparency through regular publication of energy data, forecasts, and best practices. It will be increasingly more important for institutions like the IEA to accurately capture data from developing countries so as to send markets correct signals, which will improve the investment climate as well for the transition to a clean global energy economy. In 2015, the IEA activated multilateral cooperation with China, Indonesia, and Thailand, which are key non-member partner countries. Deeper association in coming years can provide a means to work with these emerging economies in areas such as transparency, energy efficiency and renewable energy, as well as energy security. It will be critical to support broader engagement with the IRENA, which promotes the widespread adoption and use of all forms of renewable energy. The expansion of IRENA will strengthen the adoption of renewable energy.

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

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



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Performance Goal Progress Update

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	35	37	40	42
Result	30	34	43		

Indicator Analysis

The Department of State is historically an active member of the IEA. The November 17-18 IEA Ministerial, chaired by United States Secretary of Energy Ernest Moniz was significant in achieving groundbreaking results by expanding cooperation between the IEA and non-member countries with the greatest energy demand growth and setting the IEA on a new course that better reflects current global energy conditions. The Department of State's engagement with IRENA is increasing, which is critical as it moves to engage developing countries and their energy use. The United States is a supporter of the EITI, and is an implementing country. Adapting and expanding these key institutions and initiatives of global energy governance – the IEA, the IRENA and the EITI – to include emerging economies that account for virtually all global energy demand growth is critical to fostering energy markets conducive to economic growth and to addressing climate change.

Indicator Methodology

Data source: Results are calculated by counting the number of:

- Delegations at the Office Deputy Director level and above that engage on this indicator with the IEA, including meetings of the Agency's Governing Board and standing groups on which State holds a seat.
- Number of State delegations to IRENA Council, IRENA Assembly and working group meetings above the Deputy Director level, focused on increasing growth and capacity in that organization.
- Number of United States engagements at the Deputy Director level or above on EITI, focused on the expansion of EITI membership or strengthening of the initiative

Data quality: No known limitations in the data.



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Performance Goal 3.2.2: Open International Electric Power Markets

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

Performance Goal Overview

In the next 25 years, the world is going to need up to \$20 trillion in new investment to generate and transmit electricity. An energy transformation of this magnitude cannot be accomplished by governments alone; most of the needed investment will come from the private sector.

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

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

Through Power Africa, the U.S. government has committed to doubling access to power in sub-Saharan Africa. By strengthening regional power pools, Power Africa will promote increase cross-border trade in electricity through increased private sector investments and assisting governments to improve the regulatory framework governing regional power markets.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	961.8	1600	1500	1600
Result	506	1445.8	1368.5		

Indicator Analysis

This indicator measures one of the outcomes of Department of State engagement to promote greater regional integration in the Western Hemisphere under the Connect 2022 Initiative, an effort to: 1) promote increased access to power and greater integration of renewable energy through electrical interconnections and regional



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power markets; 2) improve policies and regulatory frameworks to facilitate the integration of lower carbon technologies, including distributed systems, renewable energy, and natural gas, into power systems; and 3) provide U.S. policy and technical support for strengthening the commercial and investment environment to increase access to private and multilateral financing.

The FY 2015 target represented an annual increase over actual FY 2014 numbers and the FY 2013 baseline. The FY 2015 actual outcome did not match the target, reflecting a 5.4 percent decrease from the actual FY 2014 numbers, but a 176 percent increase over the FY 2013 baseline. This outcome reflects an overall increase in regional trade that resulted from the decision to adopt permanent market rules for Central America’s regional market (MER – Mercado Electrico Regional) in mid-2013, which provided greater certainty for power trade contracts, but in FY 2015 there was less drought-induced demand for imports to countries dependent on hydropower. Because the market data in FY 2014 showed a clear acceleration in MER trade growth from mid-2013, after several years in which annual trade volume fluctuated around 350GWh, the FY 2015-2017 targets were revised upwards to reflect this rapid growth as well as the upper limits of current transmission capacity.

Two factors that are expected to affect out-year performance are (1) whether the countries in the Central American Electrical Interconnection System (Spanish acronym SIEPAC) follow through on upgrades to national grid infrastructure required to achieve the 300MW design capacity of the regional transmission line across all nodes, (2) whether they enact regulatory changes to permit firm and longer-term contracts, which would reduce overall volatility in regional trade, and (3) weather patterns that influence hydropower capacity. As the countries in question have begun moving forward with these transmission upgrades, the out-year targets should remain attainable. ENR funded technical analysis to help the regional system operator work through maximizing the transfer capacity. As follow-on to these transmission upgrades, Central American countries are discussing the structural opportunity to double the capacity of the regional transmission line. This long-term project, coupled with the introduction of firm and longer-term contracts, would have the potential to greatly increase the annual trade volume along the line.

Indicator Methodology

Data source: Data is available and owned by the Operating Entity of the Regional Market, available on-line in Spanish at www.enteoperador.org.

Data quality: No known limitations in the data.

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

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	N/A	10,350	15,500	20,200
Result	8,300	N/A		



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Indicator Analysis

At the time of the report, data is still being compiled by the West Africa Power Pool (WAPP) by the various utilities participating in bilateral trading. The figures for FY 2015, 2016 and 2017 are projections based on the current energy supply and demand matrices and the timelines for completing major generation and interconnection projects by WAPP.

South Africa and East Africa regional power pools are in the beginning stages of capacity development. Both regions with U.S. Government assistance are targeted to come online in 2017-2018.

Indicator Methodology

Data is collected by WAPP from the various supply and consumption points in the bilateral trading markets. WAPP's monitoring center and coordinator collects data on all the regional interconnected lines where trade takes place.

Key Indicator: Total of public and private funds (in USD) leveraged by U.S. government for energy projects

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	1.489 billion	1.5 billion	4.8 billion	16.6 billion
Result	1.384 billion	6.90 billion	2.2 billion		

Indicator Analysis

Due to the fickle and sometimes fragile nature of energy transactions, projecting the amount to be leveraged from private sector, particularly in countries where policy regulations limit the amount of private sector participation, can be very difficult.

The large deviation from the target for FY 2015 was due to a transcription error that has been corrected.

Indicator Methodology

This indicator tracks investment leveraged for energy projects reaching financial close during the fiscal year. These projects include clean energy projects (wind, hydro, biomass, etc.), natural gas, energy metering and distribution, among others. Investment leveraged could involve either public and/or private funds and include investments, in-kind contributions, or other sources.

The contribution and resources must be measurable i.e. something of value that permits evaluation of the contribution's impact on achieving desired results. Measurement is taken at the time of commitment, not disbursement of funds.



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Key Indicator: Clean energy generation capacity installed or rehabilitated as a result of U.S. government assistance (in MW)

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	250	60	310	250
Result	29	185	8.5		

Indicator Analysis

The U.S. Government goals are to increase in energy supply availability in a commercially and environmentally sustainable manner, improve energy sector guidance, and improve the financial and technical performance of key energy sector organizations. The majority of support in this area is in improving the regulatory and enabling environment for clean energy investment, with some support for infrastructure investments. It takes several years for regulatory improvements and investments to result in new, operational installed capacity or rehabilitated capacity.

In some countries additional support is leveraged for clean energy transactions and infrastructure. In Pakistan, the U.S. Government has supported the rehabilitation of several hydroelectric power plants. In FY 2015, USAID continued the rehabilitation of the Tarbela and Mangla Dams, which is expected to continue through FY 2017 and will add 110 MW of energy. USAID has also committed to constructing the Kaitu Weir component of the Kurram Tangi Dam in North Waziristan Agency, which will be completed in FY 2017 and generate 18 MW of energy.

Construction of a 60 MW Kenyan wind farm in Kinangop, Nyandarua was planned for 2015, but has been stalled due to an ongoing land acquisition dispute. Construction of the 310 MW Kenyan wind farm in Lake Turkana broke ground in July, 2015 and is scheduled for completion in 2016.

Indicator Methodology

Data source: This indicator is measured in MW, and represents the total capacity of the system in the year in which the installation or rehabilitation was completed. The indicator does not measure actual generated capacity, or MWh, that result from these activities.

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. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/sites/default/files/documents/1870/203.pdf>).



Strategic Goal 3: Promote the Transition to a Low Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy

Performance Goal 3.2.3: Power Africa

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

Performance Goal Overview

In June 2013, President Obama launched Power Africa, an innovative partnership to double access to electricity in sub-Saharan Africa (SSA), where more than 600 million people currently lack access to electricity. At the U.S.-Africa Leader's Summit in 2014, President Obama reaffirmed the Administration's commitment, extended reach across all of SSA, and tripled Power Africa's goals to work towards adding 30,000 megawatts (MW) of new, cleaner electricity generation capacity and increasing electricity access by at least 60 million new connections. There are many challenges in the electricity sector in SSA, including the ability of partner governments and companies to negotiate deals, limited gas supply for gas-to-power plants, and difficulties in obtaining financing and identifying bankable projects.

Over the past two years, with Power Africa support transactions expected to generate over 4,300 MW have "financially closed." This has the potential to enable approximately four million new connections through increased availability of power. Over 100 private sector partners have committed more than \$31 billion in support of Power Africa and the goal of doubling access to electricity in SSA. Power Africa has forged strategic partnerships with the World Bank Group, the African Development Bank, and the Government of Sweden, which in total, have committed \$9 billion in support of Power Africa. In addition, Power Africa signed a Memorandum of Understanding with the European Union which is contributing over \$2.8 billion for sustainable energy activities across SSA.

Key Indicator: Number of new electric power connections as a result of U.S. government assistance

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	1,158,275	321,500
Result	20,600	604,227		

Indicator Analysis

Power Africa is moving forward the President's goal of 60 million household and commercial connections. The connections in FY 2015 represent the efforts from the Beyond the Grid initiative as well as other commissioned projects. With the release of the Power Africa Roadmap, the pace of direct connections is expected to accelerate through intensifying the Beyond the Grid sub-initiative (25-30 million connections) as well as scaling grid roll-out programs (25-40 million connections).



Strategic Goal 3: Promote the Transition to a Low Emission, Climate-Resilient World while Expanding Global Access to Sustainable Energy

Indicator Methodology

Power Africa tracks new connections in two ways: direct and inferred connections. Direct connections reflect the actual number of new households and businesses that access electricity through on-grid connections, micro-grid connections, and off-grid solutions. Inferred connections are calculated by estimating the average number of households that can be served by an additional megawatt of generation capacity. For this indicator, only direct connections are counted.

Key Indicator: Number of MWs of U.S. government supported generation transactions that have achieved financial closure

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017
Target	4,999	5,493	3,078	5,983
Result	4,147	770		

Indicator Analysis

The following projects reached financial close in FY 2015: CenPower (350 MW) in Ghana, Lake Turkana (310 MW) in Kenya, and Tulila Hydro (7.5 MW) and another hydro project of 2.4 MW in Tanzania, solar transactions in South Africa, Liberia and Nigeria totaling 100.27 MW and a Biomass project in Liberia (0.03 MW).

The reason for the large deviation from the target was a change in targeting methodology. To avoid confusion the indicator will report on new MW of generation closed for that fiscal year rather than a cumulative total as previously represented. With over 45,000 MWs being tracked, Power Africa is set to accelerate the financial closing of new generation projects over the next 15 years to reach the 30,000 MW goal of the initiative.

The second year of Power Africa has focused on building out broader support to make sure we are pushing a much larger number of deals forward. Infrastructure projects take a long time. Power projects in sub-Saharan Africa face additional hurdles of the credit-worthiness of the utilities, perceptions of political risk and sometimes incomplete regulatory frameworks. In this context Power Africa has made significant progress, not just by enabling new projects to reach financial close, but in supporting projects that are first of their kind and will pave the way for additional MW.

Indicator Methodology

This metric measures projects that have reached financial closure, having received an executed agreement for financing from banks or other entities. Actual installed generation capacity may change during construction or operation, through both reductions and expansions.



Strategic Goal 4: Protect Core U.S. Interests by Advancing Democracy and Human Rights and Strengthening Civil Society

Strategic Objective 4.1: Encourage Democratic Governance as a Force for Stability, Peace, and Prosperity

Strategies for Achieving the Objective

Secretary Kerry has said, “Human rights are quite simply the foundation for a free and an open society. And history shows us that countries whose policies respect and reflect these rights are far more likely to be more peaceful and more prosperous, far more effective at tapping the talents of their people, far more capable of being innovative and moving rapidly and innovatively in the marketplace, and they are better long-term partners.” The National Security Strategy affirms that our human rights policy is guided by the principle, enshrined in the United Nations (UN) Universal Declaration of Human Rights, that all people are “born free and equal in dignity and rights” and the fact that nations that embrace these values for their citizens are ultimately more successful than those that do not.

The United States works to promote and protect universal human rights and labor rights worldwide, including an individual’s right to be free from slavery and involuntary servitude, to speak one’s own mind, to assemble without fear, to choose freely one’s religion or belief, and to elect his or her own leaders. Those rights also include dignity, tolerance, and equal treatment under the law; including for ethnic and racial minorities, religious minorities, women, youth, indigenous persons, displaced persons, stateless persons, persons with disabilities, and lesbian, gay, bisexual, and transgender, and intersex (LGBTI) persons. Internationally-recognized labor rights are enshrined in the 1998 International Labor Organization Declaration on Fundamental Principles and Rights at Work.

The U.S. Government is working with international partners to reverse the troubling trend of increasing restrictions on the freedoms of expression, association and assembly, limits imposed on civil society, and increasing violence against religious and ethnic minorities. It is broadening and diversifying multi-stakeholder initiatives that provide support for civil society organizations and human rights defenders, especially those under threat.

In September 2013, President Obama launched Stand with Civil Society, a global call to action to support, defend, and sustain civil society amid a rising tide of restrictions on its operations globally. Working in partnership with other governments, the philanthropic community, and multilateral initiatives, the U.S. government has focused on three lines of effort over the past year: (1) promoting laws, policies, and practices that foster a supportive environment for civil society in accordance with international norms; (2) coordinating multilateral, diplomatic pressure to push back against undue restrictions on civil society; and (3) identifying innovative ways of providing technical, financial, and logistical support to promote a transparent and vibrant civil society. The U.S. government is the largest supporter of civil society in the world, with more than \$3.2 billion in foreign assistance invested to strengthen civil society since FY 2010.

Through U.S. partnerships with governments, civil society, human rights defenders, and the private sector, the Department of State and USAID seek: (1) the repeal or non-enforcement of discriminatory laws around the world; (2) the adoption of inclusive, rights-respecting legal frameworks in societies in transition; (3) enhanced



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respect for human rights and accountability within security forces, including the prevention of and response to gender-based violence; (4) justice and accountability for gross human rights violations and atrocities; (5) accountability for perpetrators of human trafficking – including forced labor, sex trafficking, and child soldiering – and protection of victims; and (6) workers' rights and acceptable conditions of work. U.S. funding for the UN Democracy Fund (UNDEF) also reinforces these objectives. UNDEF provides funding directly to civil society organizations, supporting projects focused primarily on community development; women; youth; rule of law and human rights; tools for democratization (such as web-based tools, translation services, etc.); strengthening government institutions; and media.. The U.S. Government will also continue efforts to advance universal human rights online to ensure open, reliable, and secure access to the global Internet. The U.S. Government will also continue to work with civil society, labor, and business partners to promote responsible business conduct in ways that reinforce our human rights objectives.

Strategic Objective Progress Update

The Department of State and USAID are committed to bolstering democratic institutions, strengthening rule of law, and developing safeguards to promote human rights and labor rights and prevent violations around the world. This is accomplished not only through bilateral and multilateral engagement with foreign counterparts, but also through the support of human rights defenders and civil society organizations that advocate for change within their own countries.

Throughout the year, the Department engaged with governments to help them pass and implement legislation to combat gender-based violence, raised women's rights issues in multilateral fora, and amplified the voices of women civil society leaders in conflict-affected countries in the region to inform peace processes and governance. The Department is also working with the Global Coalition to Counter ISIL to address the needs of women and girls in liberated areas of Iraq. Through the Gender Based Violence Emergency and Protection Initiative (GBVI), the Department has supported over 120 women and girls who have escaped ISIL captivity by working with local partners to provide emergency shelter and services. In 2015, the Department allocated funds for the GBVI to help prevent and respond to early and forced marriage in one or more of Syria's neighboring countries impacted by the Syrian refugee crisis. Programmatic efforts will focus on mobilizing caregivers, religious leaders, and community stakeholders to increase understanding of the benefits of delaying marriage for both girls and communities and address the perception that early and forced marriage is a way to protect girls. It will also focus on supporting civil society organizations and others working on the protection of at-risk girls and the provision of services to married girls, as well as programs that underscore the value of continuing access to education for girls through the secondary level.

To combat intolerance and promote mutual respect, the Department sponsored programs in Hungary and Greece to form and train coalitions of religious and other minorities to recognize and speak out against anti-Semitism and hate crimes. In the Middle East, the Department is supporting programs that empower mothers to teach their children the importance of building peaceful, tolerant inter-religious relationships and disseminating messages of nonviolence, and training young women in the Asia region to counter messages of radicalization and exclusivity by organizing events that celebrate tolerance and diversity. The Department also facilitates a number of exchange programs that target faith leaders and women's activists. In 2015, the



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International Visitor Leadership Program, in the Bureau of Educational and Cultural Affairs, brought 80 emerging leaders to the United States to explore U.S. approaches to religious freedom and tolerance, interfaith dialogue, and faith and service, and more.

In 2015, the Department successfully advocated for the release of political prisoners around the world, including those in Belarus, Uzbekistan, and Turkmenistan. In September, the U.S. Mission to the United Nations (USUN) launched the #Freethe20 campaign – a month-long initiative spearheaded by Ambassador Samantha Power to draw attention to the plight of women political prisoners and other prisoners of concern around the world. Three of the women featured in the #Freethe20 campaign have since been released. The Department will continue to push for the release of all political prisoners and prisoners of conscience.

Defending and promoting the human rights of LGBTI persons remained an important pillar of our commitment to advance human rights globally. In February, the Department named Randy Berry the first-ever Special Envoy for the Human Rights of LGBTI Persons. Under the leadership of Special Envoy Berry, the Department is advancing the human rights of LGBTI persons globally through out policies, programs, diplomacy, and partnerships with like-minded countries and civil society actors. This includes building capacity to respond swiftly to violence against LGBTI persons, and supporting programs that further these goals through the Global Equality Fund. Since the Fund's launch in 2011, the Department allocated over \$20 million to civil society in over 50 countries worldwide in support of the human rights of LGBTI persons. New government and private sector partners continue to join the Fund, including most recently Uruguay, Chile and Hilton Worldwide. Existing partners also made new commitments to the Fund, including Norway and Denmark. In FY 2015, USAID provided technical support, training and assistance in program design and LGBTI civil society capacity building and outreach to 13 missions globally -- Latin America and the Caribbean (Nicaragua); Asia (Bangladesh, Cambodia, Indonesia, Sri Lanka, Regional Development Mission for Asia (RDMA) in Bangkok); Africa (Kenya and Senegal); and Europe and Eurasia (Armenia, Georgia, Kosovo, Macedonia, Serbia).

USAID's Human Rights Grant Program (HRGP) also advocated for the human rights of LGBTI persons through organizational strengthening and improving the enabling environment. LGBTI-related programs in Dominican Republic, Guatemala, India, Rwanda, Serbia, and Zambia support local NGOs to strengthen administrative and programmatic capacity, build networks and coalitions with like-minded organizations, provide human rights education to the community, and improve monitoring and reporting of rights violations. Through the HRGP in FY 2015, the Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) provided \$4.2 million to ten missions -- Bangladesh, Cameroon, Dominican Republic, Guatemala, India, Indonesia, Pakistan, Rwanda, Serbia, and Zambia -- to promote and protect human rights of LGBTI persons. Responding to the Vision's call for local capacity development and in support of USAID's Local Solutions initiative, \$1.54 million was awarded directly to local institutions and NGOs.

LGBTI programming in Guatemala, Indonesia, Pakistan, Rwanda, and Zambia facilitates access to justice by supporting litigation services and strengthening local government, judiciary processes, and national human rights institutions to better address cases of human rights violations. Programs in Bangladesh, Dominican Republic, and India support outreach to local media to sensitize them on stigma and discrimination against LGBTI persons.



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In FY 2015, the State Department vetted 191,899 security force units or individuals submitted from 159 posts worldwide. Of those, 2,687 requests were denied or suspended for various reasons, including credible information that the unit or individual committed a gross violation of human rights (GVHR). The Department also worked with interagency stakeholders to underscore that the Leahy law does not just represent a punitive restriction, but a means of proactively encouraging accountability and respect for human rights among partner security forces. In February 2015, the Departments of State and Defense developed and adopted a Joint Policy on Remediation and Resumption of Assistance to clarify the steps necessary to resume assistance to foreign security force units that have committed a GVHR. Since then, the Department has determined that five security force units from four partner nations have taken the necessary accountability measures.

Throughout the year, the Department engaged with several countries to encourage compliance with internationally recognized labor standards. The Department worked with the United States Trade Representative (USTR) to craft bilateral Consistency Plans with Vietnam and Malaysia to that guide and monitor those countries' implementation of the high-standard labor provisions of in the Transpacific Partnership (TPP) Agreement. The Department and USAID, in partnership with Department of Labor, designed technical assistance programs for the implementation of the labor provisions in for TPP partner countries. In addition to the TPP, the Department developed an interagency strategy to engage collaboratively with the Government of Honduras on persistent labor rights problems under the context of the DR-Central American Free Trade Agreement. The Department also worked closely with the interagency to suspend Burundi's eligibility for trade preferences under the African Growth and Opportunity Act (AGOA) after serious breaches of AGOA's eligibility criteria, namely respect for human rights, rule of law, and political pluralism.

Multilaterally, the United States reaffirmed the importance of and support for human rights and fundamental freedoms in the UN Human Rights Council (UNHRC) and UN General Assembly (UNGA) Third Committee. The U.S. leveraged our leadership at the UNHRC, including the Universal Periodic Review process, and UNGA to promote universal respect for the protection of human rights and fundamental freedoms for all by: (1) highlighting grave human rights situations; (2) reaffirming and seeking human rights commitments; and (3) pushing for accountability and reform. U.S. leadership helped to keep the UNHRC and UNGA at the forefront of international efforts to promote and protect human rights in countries including Syria, Iran, Democratic People's Republic of Korea, and South Sudan.

After years of working towards meaningful change in Sri Lanka, the United States successfully achieved a landmark consensus resolution during the September 2015 UNHRC session on the Sri Lankan government's commitment to human rights, domestic justice, and reconciliation. In December, 2015, the United States led the convening of an urgent Special Session of the UNHRC on Burundi with the goal of preventing mass atrocities in Burundi. The Special Session resulted in a strong resolution calling for the UN High Commissioner for Human Rights to urgently dispatch a mission of independent experts – deploying in January and February - to investigate and issue a report on violations and abuses of human rights. The Department continues to lead U.S. government efforts to hold Russia accountable for human rights abuses committed in its occupation of Ukraine's autonomous region of Crimea, through its work in the Organization for Security and Co-operation in Europe (OSCE) and the UN.



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Regarding atrocity prevention, the Department and USAID are working to promote transitional justice and accountability. The Department and USAID are working with the interagency Atrocities Prevention Board (APB) to develop and enhance tools, training, and programming. USAID is an active member of the Atrocity Prevention Board and is working closely with the State Department to institutionalize atrocity prevention across the inter-agency by sharing assessment and training tools, integrating atrocity risk planning into country strategies, resource planning processes, and specific country-assessment work.

The United States maintained leadership on high priority issues at the UNHRC and UNGA. The United States led a successful joint statement on freedom of assembly and association at the September, 2015 UNHRC, signed by over 40 countries from all regions. The United States also led a joint statement reaffirming the right to freedom of expression, including creative and artistic expression that was supported by over 50 countries. Most recently, the UNGA passed resolutions on human rights defenders and a U.S.-led resolution on elections. While Russia called a vote on both texts in order to thwart these efforts, both passed with an overwhelming majority, reaffirming the importance of these issues and discrediting Russia's attempts to minimize the importance of fundamental freedoms and civil society. The U.S.-led elections resolution reaffirms the UN's elections work globally, and also includes language on access to all stages of the elections process for persons with disabilities.

The United States reinforced its diplomatic efforts at the UNHRC and the Third Committee by continuing to provide significant funding to the UN Democracy Fund and the UN Office of the High Commissioner for Human Rights. Additionally, USAID utilized a range of tools to support core human rights programs around the globe. USAID provided direct grants to local civil society and human rights defender organizations to monitor, document, promote and protect human right. In FY 2015, \$11,175,000 was awarded to Missions through the HRGP to strengthen human rights institutions as well as grassroots efforts to promote and protect human rights of all members of society. HRGP funds were provided for human rights activities in Burundi, the Central African Republic, DRC, Guinea, Mauritania, Nigeria, Rwanda, Swaziland, Zambia, Bangladesh, Burma, India, Indonesia, Kyrgyzstan, Tajikistan, Serbia, Ukraine, Dominican Republic, Guatemala, Mexico, Peru, Libya and Pakistan. More specifically, human rights programs in 2015 worked to build a rights promoting and protecting environment in Burma, Rwanda, and Tajikistan. In Indonesia and Peru, access to legal and social remedies for victims of human rights violations was supported. Finally, support to local organizations advanced local mechanisms in Ukraine and Swaziland to respond to human rights violations.

In support of President Obama's the Stand With Civil Society Agenda, USAID, Swedish International Development Cooperation Agency (Sida), Open Society Foundations (OSF) and the Aga Khan Development Network (AKDN) partnered to deliver eight co-creation planning and co-design collaborative project design workshops (two global co-creation and six regional co-design workshops) focused on Latin America and the Caribbean (LAC), Africa, Middle East and North Africa (MENA), and Asia. In support of President Obama's announcement to create six regional civil society innovation hub and the workshops, USAID brought together 120 civil society leaders and 45 organizations from 19 countries to plan for the creation of catalytic regional innovation hubs. This will help equip civil society leaders with the tools, technologies, and techniques to develop systems to address pressing civil society challenges.



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USAID continues to lead the implementation of the Information Safety and Capacity (ISC) project, which provides long-term information security and digital hygiene mentoring to civil society organizations and independent media. The activity connects digital tools developers, helping to protect against surveillance and individuals and organizations that have an online presence. The project also seeks to enhance the user's experience of the technology. ISC provided assistance to more than 250 groups in ten countries.

USAID's Victims of Torture (VOT) fund promoted efforts to improve treatment, including building an evidence base for effective approaches through operational research and increasing the organizational capacity of entities that provide treatment. Interventions are guided by the InterAgency Standing Committee Guidelines on Mental Health and Psychosocial Support in Emergency Settings.

USAID also supported 32 disability inclusive programs in 22 countries throughout Africa (Ethiopia, Mali, Rwanda, Sierra Leone, Uganda), Asia (Bangladesh, Cambodia, India, Mongolia, Philippines, Vietnam), Eastern Europe and Eurasia (Albania, Belarus, Bosnia and Herzegovina, Macedonia, Moldova, Ukraine), Latin America and the Caribbean (Brazil, Jamaica, Nicaragua, Paraguay), and in the Middle East (Afghanistan). In addition, DRG also supported a global women's leadership training of trainers program for 17 women with disabilities from Albania, Armenia, Barbados, Burkina Faso, Cameroon, El Salvador, Fiji, Ghana, India, Mongolia, Myanmar, Nigeria, Peru, Rwanda, Vietnam, Zambia, and Zimbabwe to design and implement leadership and empowerment programs for women and girls with disabilities in their local communities.

In the area of Internet freedom, the U.S. continued to play a strong role in expanding the membership (from 23 to 28 countries) and reach of the Freedom Online Coalition (FOC), which released coordinated joint statements on restrictions on access to social media, the use and export of surveillance technology, and restrictive data localization laws, and enhanced its work with private sector and civil society through three multi-stakeholder working groups. The FOC also continued to serve as a vital cross-regional mechanism for coordinating rights-respecting positions in multilateral venues such as UNESCO, UNHRC, and UNGA. Finally, Finland joined the list of donors to the Digital Defenders Partnership (DDP), raising its total funding to over \$4.6 million.

In 2015, the United States continued to demonstrate leadership in the area of business and human rights by working toward the development of a National Action Plan on Responsible Business Conduct (NAP on RBC), including participation in a series of public engagements with civil society organizations, labor groups, and businesses to discuss how the U.S. government can further promote responsible business conduct. The US NAP on RBC will illustrate our commitment to the UN Guiding Principles on Business and Human Rights and help us push other countries to support responsible business conduct via on-going efforts led by the UNHRC, OHCHR, OAS and other multilateral organizations.

The Department also continues to use engagement and targeted assistance to promote women's rights and gender equality. The Department has committed staff and resources to the Equal Futures Partnership, a multilateral initiative to promote gender equality. The Department is also working to ensure that despite immediate concerns of conflict, countries continue to promote women's engagement in peace processes and reconciliation efforts. The Global Women, Peace, and Security (GWPS) Initiative funds projects in countries



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affected by war, violence, and insecurity. For example, a \$450,000 project brings together women in Lebanon to advance initiatives within Lebanon's political processes and address priority problems.

In 2015, the Department of State, through the Global Women, Peace and Security and the Gender Based Violence Emergency Response and Protection Initiatives launched a \$1 million effort to help prevent and respond to early and forced marriage in countries impacted by the Syrian refugee crisis. Programmatic efforts will focus on mobilizing caregivers, religious leaders, and community stakeholders to increase understanding of the benefits of delaying marriage for both girls and communities and address the perception that early and forced marriage is a way to protect girls. They will also focus on supporting civil society organizations and others working on the protection of at-risk girls and the provision of services to married girls, as well as programs that underscore the value of continuing access to education for girls through the secondary level.

The publication of the 2015 Trafficking in Persons (TIP) Report and the development of action plans for each country help focus the Department of State's efforts to encourage foreign governments to combat human trafficking in the upcoming year. These action plans help strategically prioritize foreign government efforts to combat human trafficking and support U.S. diplomatic engagement on the issue.

Additionally, the findings of the annual TIP Report guide the Department's foreign assistance funding priorities for anti-trafficking programs, which generally target countries ranked as Tier 3, Tier 2 Watch List, and Tier 2 in the annual Report, and also countries where there is a demonstrable need for resources and where there is political will to address the problems and deficiencies identified in the Report. During FY 2015, the Department funded 31 new and continuation projects in 22 countries worth a little more than \$18.8 million. With the addition of these grants and cooperative agreements, as of the end of FY 2015, the Department oversaw 87 anti-trafficking projects worth approximately \$57.0 million in every region of the world. Direct results yielded from these foreign assistance programs include: (1) strengthened prosecution efforts via foreign government-developed and implemented anti-trafficking legislation, and training criminal justice officials; (2) increased protection measures and provision of comprehensive services to victims of trafficking, including vocational and livelihood training; and (3) the advancement of key prevention measures through increased awareness-raising activities. In the upcoming year, the Department will continue to support these types of anti-trafficking programs. Additionally since 2001, USAID has programmed approximately \$210 million to combat trafficking in over 68 countries and regional missions. USAID reinvigorated and refocused its counter-trafficking (C-TIP) efforts with the launch of its C-TIP Policy which outlines concrete, measurable Agency-wide programming objectives. These objectives include integrating C-TIP activities across development sectors, investing in rigorous C-TIP research, increasing investments in conflict and crisis-affected areas and countries with global strategic importance and significant trafficking problems, and enhancing institutional accountability within USAID to address trafficking.

Results of USAID C-TIP programming include an increased emphasis on C-TIP within the context of development programs across sectors, such as education, economic growth, health, human rights, and humanitarian assistance; greater awareness and prevention of trafficking worldwide; the provision of direct services to trafficking victims and populations vulnerable to trafficking; the rescue and rehabilitation of children exploited



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by armed groups; improved C-TIP legal frameworks; strengthened knowledge of C-TIP through training of law enforcement personnel; increased arrests, prosecutions, and convictions of traffickers; enhanced knowledge of trafficking trends, lessons learned and best practices through research; and improved institutional awareness and accountability within USAID to combat trafficking.

USAID implements most of its work promoting and protecting human rights through the provision of technical expertise and programming resources. Technical experts in freedoms of association, assembly, expression, rights of indigenous peoples, human trafficking, transitional justice and labor rights, focus on improving international and local policies and practices that enhance a rights-respecting environment and build local capacity.

Performance Goal 4.1.1: Strengthen Democratic Institutions

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

Performance Goal Overview

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

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

Only a nation itself—its people—can truly bring about sustainable democracy within its borders. Studies show that democratic progress can take decades, and setbacks are common. Consistent U.S. engagement is necessary to contribute to sustainable progress.

Performance Goal Progress Update

In 2015, the State Department was a leading advocate for democratic reform in Sri Lanka, where the people confronted the corruption and nepotism of the former Rajapaksa regime and democratically elected a new leader in January. In September, the Department spearheaded a successful resolution at the UN Human Rights Council (UNHRC) calling for justice and accountability in Sri Lanka; marking a historic recognition of the importance of credible transitional justice processes in promoting reconciliation and ensuring an enduring peace and prosperity for all Sri Lankans. The Sri Lankan government co-sponsored the resolution and has committed



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itself to respecting human rights, domestic justice, and reconciliation processes that meet international standards and are developed through inclusive dialogue and consultation with all stakeholders.

In Nigeria, the Department's Fundamental Freedoms Fund (FFF) supported a National Democratic Institute/International Republican Institute (NDI/IRI) election observation mission in Nigeria to ensure that April's historic presidential elections were credible and transparent. The Department encouraged the Nigerian government, the Independent National Election Commission (INEC), and security forces to increase efforts to reduce the likelihood of electoral violence by building public confidence in the process, pressing senior political leaders to denounce violence, and calling on their supporters and voters to do the same. The Department also ensured that there was a rapid response mechanism in place should the situation on the ground necessitate a programmatic response.

In Tunisia, the Department worked to support the country's nascent civil society and labor unions by providing avenues for collaboration and engagement with the Government of Tunisia, including through the establishment of a civil society dialogue prior to the April 2015 U.S.-Tunisia Strategic Dialogue. The Department continues to engage with Tunisian Ministries, including the Ministry of Interior, to promote greater accountability and enhance public communication of key reforms, including decentralization and security and economic reforms. Some of the civil society organizations the Department has supported were recognized as part of the "Quartet" that received the Nobel Peace Prize in 2015 for their role in helping Tunisia's transition to democracy. The Department also continues to engage with Tunisia as it prepares for timely, free and fair municipal elections by the end of 2016 as a means to engage youth and those in the interior and south vulnerable to radicalization in political processes.

The Department also consistently raised the plight of democracy, fundamental freedoms, and human rights in Venezuela. In May, the Department organized a dialogue between Venezuelan journalists in Caracas and Washington officials and civil society representatives. This gave civil society representatives and journalists from print, radio, TV, and the web an opportunity to discuss the state of press freedom in Venezuela. The Department also led efforts to impose travel restrictions on current and former Venezuelan government officials believed to be responsible for or complicit in human rights abuses.

The U.S. Government continues to follow through on its long-standing commitment to the people of Burma, a commitment which will continue after the political transition next year. Burma held a peaceful and historic election in 2015, during which millions of people voted for the first time. The election set the stage for what could be Burma's first peaceful transfer of power in more than five decades. The Department and USAID played a major role in building capacity among all key stakeholders in advance of the elections, including the Union Election Commission, domestic election observers, political parties, civil society, voters, and the media. In October, the Government of Burma concluded a multi-party cease-fire agreement with eight ethnic armed groups, which will hopefully be an important first step in the process of building a sustainable and just peace in Burma. The Department is supporting national reconciliation and inclusive and transparent peace processes that increase humanitarian access to populations in need and lays the foundation for political resolution to long-standing conflicts and durable peace.



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Key Indicator: Number of executive oversight actions taken by legislature receiving U.S. assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	75	181	84	63
Result	317	279	359	254	81		

Indicator Analysis

A critical function of democratic legislatures is to monitor and conduct oversight of executive branch actions and performance. In FY 2015, legislatures in a number of countries took significant actions to address government corruption and mismanagement.

Countries reporting that legislatures receiving U.S. assistance took executive oversight actions in FY 2015 included: Armenia, Kenya, Kosovo, Niger, and Zimbabwe. While progress exceeded expectations in several countries, the U.S. government did not meet its FY 2015 target for this indicator as a result of several factors such as the early closure of programming, delayed establishment or impaired functioning of target legislatures, and a decline in political will for accountability and oversight actions in some countries.

Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	231	181	73	59
Result	325	279	359	106	221		



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Indicator Analysis

The target captures activities that USAID expects to implement under the Global Women's Leadership Fund, which supports the participation of women in peace processes, negotiations around political transitions, donor conferences, or other decision-making processes relevant to conflict prevention and resolution, democratic development, and human rights.

Additional activities to promote women's civic participation may be supported in the context of USAID-supported emergency programming. The U.S. Government exceeded its FY 2015 target by 40 activities; however, as this programming is contingency-based, targets for out-years cannot be set with a reasonable degree of certainty.

Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Key Indicator: Number of domestic election observers and/or party agents trained with U.S. assistance

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	27,984	14,600	20,397	4,400
Result	9,006	29,323	41,302	28,892	40,398		

Indicator Analysis

In FY 2015 the U.S. Government exceeded its target for the number of domestic election observers or party agents trained by over 25,000 due to factors such as the postponement of elections, which allowed more time for training of election observers than anticipated originally (e.g., Nigeria) and needs for observers that exceeded initial estimates due to the decoupling of executive and legislative branch elections in some countries. One major contributing program for this indicator is USAID's Elections and Political Processes (EPP) Fund. The EPP Fund provides assistance in cases of critical unanticipated need to support free and fair electoral and political processes in mission countries.



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Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	87,460	168,306	171,181	25,938
Result	1,322	37,254	36,759	185,631	257,232		

Indicator Analysis

One of the largest contributing programs to this indicator remains USAID's program in Ethiopia. In FY 2015, targets were exceeded by over 60,000 due to two main reasons. First, USAID increased the number of service centers providing free legal services from 39 to 43 and added four legal aid centers in the four main prisons of Gursum, Grawa, Deder and Gelemso. Finally, the success of the program is spreading via "word-of-mouth" in women's and other centers, and even the courts referring people to the service centers. Activities have improved access to justice and legal awareness of the neediest populations across East/West Hararghe Zones and Harari regional state. By the end of FY 2015, over 190,000 people received legal aid services--up 90 percent from FY 2014--through 40 legal aid centers, more than half of which are women.

USAID's programming in Sri Lanka also significantly contributes to this indicator. In FY 2015, 31,492 individuals from low income or marginalized communities across Sri Lanka received legal aid or victim's assistance through the Supporting Professional and Institutional Capacity Enhancement project, Civil Society Initiatives to Promote the Rule of Law Program, and Human Rights First programs.

Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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



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conducting the DQAs must be well documented by each OU. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Performance Goal 4.1.2: Improve Fiscal Transparency and Accountability

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

Performance Goal Overview

Governments that are transparent and accountable are more likely to serve as prudent stewards of public finances and meet citizens' needs. They also provide a facilitating environment for democracy, stability, and prosperity. The United States, through diplomacy and complementary assistance programs, supports efforts to improve fiscal transparency and reduce corruption. In July 2015, President Obama noted the key role accountability and transparency play in strengthening democratic governance and expanding economic development. The U.S. Government further supports these goals through the annual preparation of the Congressionally-mandated Fiscal Transparency Report, technical assistance programs, the Department's work on anti-corruption and anti-bribery, and support for multilateral efforts such as the Open Government Partnership to promote government transparency and accountability.

The Fiscal Transparency Innovation Fund (FTIF) provides foreign assistance funds to civil society organizations, foreign government partners at the federal and sub-federal level, and others that seek to remedy weaknesses in public financial management, particularly in countries whose governments are found not to meet minimum requirements of fiscal transparency in the Fiscal Transparency Report. U.S. engagement on these issues is crucial to creating an open and democratic environment where citizens have a role in influencing budgetary decisions and holding their government accountable.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	1	9	9	9
Result	16	13	10		

Indicator Analysis

The Fiscal Transparency Innovation Fund (FTIF) is designed to promote fiscal transparency, particularly in countries whose governments are deemed not to meet minimum requirements of fiscal transparency in the Congressionally-mandated Fiscal Transparency Report prepared annually by the Department of State. The FTIF



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supports a variety of projects designed to meet specific constraints identified in each country. This indicator captures the number of countries the FTIF is able to support in a given year, not the outcome of the individual interventions which are too diverse to aggregate. The FY 2015 target was exceeded and reflects success in directing the attention of target posts and host country actors to the issue of fiscal transparency. Out-year targets are set based on anticipated resources made available.

During FY 2015, FTIF project managers successfully expanded the number of FTIF projects, improved communications with U.S. embassies and USAID missions to raise awareness of the FTIF, increased staffing to enhance project management, and completed an external evaluation of the FTIF to gain insight on how best to program limited funds. New projects funded in FY 2015 will take place in Africa, Asia, and Europe, and will be implemented by a mix of NGOs and the Department of the Treasury's Office of Technical Assistance. Projects funded in FY 2015 are contributing to improved fiscal transparency policies, better public access to information, and enhanced public capacity to monitor public spending and resource management.

Indicator Methodology

The data for the indicator are derived from program records maintained by the Department of State and USAID. Because the indicator is a simple count of countries assisted, there are no data quality issues.

FTIF project managers maintain a database of projects supported through the Fund. Projects are selected and approved by an interagency panel consisting of subject matter experts from the Department and USAID. The FY 2015 indicator lists those projects obligated by September 30, 2015 (which correlates to projects funded with FY 2014 funds).



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Strategic Objective 4.2: Promote and Protect Human Rights through Constructive Bilateral and Multilateral Engagement and Targeted Assistance

Strategies for Achieving the Objective

Secretary Kerry has said, “Human rights are quite simply the foundation for a free and an open society. And history shows us that countries whose policies respect and reflect these rights are far more likely to be more peaceful and more prosperous, far more effective at tapping the talents of their people, far more capable of being innovative and moving rapidly and innovatively in the marketplace, and they are better long-term partners.” The National Security Strategy affirms that our human rights policy is guided by the principle, enshrined in the United Nations (UN) Universal Declaration of Human Rights, that all people are “born free and equal in dignity and rights” and the fact that nations that embrace these values for their citizens are ultimately more successful than those that do not.

The United States works to promote and protect universal human rights and labor rights worldwide, including an individual’s right to be free from slavery and involuntary servitude, to speak one’s own mind, to assemble without fear, to choose freely one’s religion or belief, and to elect his or her own leaders. Those rights also include dignity, tolerance, and equal treatment under the law; including for ethnic and racial minorities, religious minorities, women, youth, indigenous persons, displaced persons, stateless persons, persons with disabilities, and lesbian, gay, bisexual, and transgender, and intersex (LGBTI) persons. Internationally-recognized labor rights are enshrined in the 1998 International Labor Organization Declaration on Fundamental Principles and Rights at Work.

The U.S. Government is working with international partners to reverse the troubling trend of increasing restrictions on the freedoms of expression, association and assembly, limits imposed on civil society, and increasing violence against religious and ethnic minorities. It is broadening and diversifying multi-stakeholder initiatives that provide support for civil society organizations and human rights defenders, especially those under threat.

In September 2013, President Obama launched Stand with Civil Society, a global call to action to support, defend, and sustain civil society amid a rising tide of restrictions on its operations globally. Working in partnership with other governments, the philanthropic community, and multilateral initiatives, the U.S. government has focused on three lines of effort over the past year: (1) promoting laws, policies, and practices that foster a supportive environment for civil society in accordance with international norms; (2) coordinating multilateral, diplomatic pressure to push back against undue restrictions on civil society; and (3) identifying innovative ways of providing technical, financial, and logistical support to promote a transparent and vibrant civil society. The U.S. government is the largest supporter of civil society in the world, with more than \$3.2 billion in foreign assistance invested to strengthen civil society since FY 2010.

Through U.S. partnerships with governments, civil society, human rights defenders, and the private sector, the Department of State and USAID seek: (1) the repeal or non-enforcement of discriminatory laws around the world; (2) the adoption of inclusive, rights-respecting legal frameworks in societies in transition; (3) enhanced



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respect for human rights and accountability within security forces, including the prevention of and response to gender-based violence; (4) justice and accountability for gross human rights violations and atrocities; (5) accountability for perpetrators of human trafficking – including forced labor, sex trafficking, and child soldiering – and protection of victims; and (6) workers' rights and acceptable conditions of work. U.S. funding for the UN Democracy Fund (UNDEF) also reinforces these objectives. UNDEF provides funding directly to civil society organizations, supporting projects focused primarily on community development; women; youth; rule of law and human rights; tools for democratization (such as web-based tools, translation services, etc.); strengthening government institutions; and media. The U.S. Government will also continue efforts to advance universal human rights online to ensure open, reliable, and secure access to the global Internet. The U.S. Government will also continue to work with civil society, labor, and business partners to promote responsible business conduct in ways that reinforce our human rights objectives.

Strategic Objective Progress Update

The Department of State and USAID are committed to bolstering democratic institutions, strengthening rule of law, and developing safeguards to promote human rights and labor rights and prevent violations around the world. This is accomplished not only through bilateral and multilateral engagement with foreign counterparts, but also through the support of human rights defenders and civil society organizations that advocate for change within their own countries.

Throughout the year, the Department engaged with governments to help them pass and implement legislation to combat gender-based violence, raised women's rights issues in multilateral fora, and amplified the voices of women civil society leaders in conflict-affected countries in the region to inform peace processes and governance. The Department is also working with the Global Coalition to Counter ISIL to address the needs of women and girls in liberated areas of Iraq. Through the Gender Based Violence Emergency and Protection Initiative (GBVI), the Department has supported over 120 women and girls who have escaped ISIL captivity by working with local partners to provide emergency shelter and services. In 2015, the Department allocated funds for the GBVI to help prevent and respond to early and forced marriage in one or more of Syria's neighboring countries impacted by the Syrian refugee crisis. Programmatic efforts will focus on mobilizing caregivers, religious leaders, and community stakeholders to increase understanding of the benefits of delaying marriage for both girls and communities and address the perception that early and forced marriage is a way to protect girls. It will also focus on supporting civil society organizations and others working on the protection of at-risk girls and the provision of services to married girls, as well as programs that underscore the value of continuing access to education for girls through the secondary level.

To combat intolerance and promote mutual respect, the Department sponsored programs in Hungary and Greece to form and train coalitions of religious and other minorities to recognize and speak out against anti-Semitism and hate crimes. In the Middle East, the Department is supporting programs that empower mothers to teach their children the importance of building peaceful, tolerant inter-religious relationships and disseminating messages of nonviolence, and training young women in the Asia region to counter messages of radicalization and exclusivity by organizing events that celebrate tolerance and diversity. The Department also facilitates a number of exchange programs that target faith leaders and women's activists. In 2015, the



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International Visitor Leadership Program, in the Bureau of Educational and Cultural Affairs, brought 80 emerging leaders to the United States to explore U.S. approaches to religious freedom and tolerance, interfaith dialogue, and faith and service, and more.

In 2015, the Department successfully advocated for the release of political prisoners around the world, including those in Belarus, Uzbekistan, and Turkmenistan. In September, the U.S. Mission to the United Nations (USUN) launched the #Freethe20 campaign – a month-long initiative spearheaded by Ambassador Samantha Power to draw attention to the plight of women political prisoners and other prisoners of concern around the world. Three of the women featured in the #Freethe20 campaign have since been released. The Department will continue to push for the release of all political prisoners and prisoners of conscience.

Defending and promoting the human rights of LGBTI persons remained an important pillar of our commitment to advance human rights globally. In February, the Department named Randy Berry the first-ever Special Envoy for the Human Rights of LGBTI Persons. Under the leadership of Special Envoy Berry, the Department is advancing the human rights of LGBTI persons globally through out policies, programs, diplomacy, and partnerships with like-minded countries and civil society actors. This includes building capacity to respond swiftly to violence against LGBTI persons, and supporting programs that further these goals through the Global Equality Fund. Since the Fund's launch in 2011, the Department allocated over \$20 million to civil society in over 50 countries worldwide in support of the human rights of LGBTI persons. New government and private sector partners continue to join the Fund, including most recently Uruguay, Chile and Hilton Worldwide. Existing partners also made new commitments to the Fund, including Norway and Denmark. In FY 2015, USAID provided technical support, training and assistance in program design and LGBTI civil society capacity building and outreach to 13 missions globally -- Latin America and the Caribbean (Nicaragua); Asia (Bangladesh, Cambodia, Indonesia, Sri Lanka, Regional Development Mission for Asia (RDMA) in Bangkok); Africa (Kenya and Senegal); and Europe and Eurasia (Armenia, Georgia, Kosovo, Macedonia, Serbia).

USAID's Human Rights Grant Program (HRGP) also advocated for the human rights of LGBTI persons through organizational strengthening and improving the enabling environment. LGBTI-related programs in Dominican Republic, Guatemala, India, Rwanda, Serbia, and Zambia support local NGOs to strengthen administrative and programmatic capacity, build networks and coalitions with like-minded organizations, provide human rights education to the community, and improve monitoring and reporting of rights violations. Through the HRGP in FY 2015, DCHA provided \$4.2 million to ten missions -- Bangladesh, Cameroon, Dominican Republic, Guatemala, India, Indonesia, Pakistan, Rwanda, Serbia, and Zambia -- to promote and protect human rights of LGBTI persons. Responding to the Vision's call for local capacity development and in support of USAID's Local Solutions initiative, \$1.54 million was awarded directly to local institutions and NGOs.

LGBTI programming in Guatemala, Indonesia, Pakistan, Rwanda, and Zambia facilitates access to justice by supporting litigation services and strengthening local government, judiciary processes, and national human rights institutions to better address cases of human rights violations. Programs in Bangladesh, Dominican Republic, and India support outreach to local media to sensitize them on stigma and discrimination against LGBTI persons.



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In FY 2015, the State Department vetted 191,899 security force units or individuals submitted from 159 posts worldwide. Of those, 2,687 requests were denied or suspended for various reasons, including credible information that the unit or individual committed a gross violation of human rights (GVHR). The Department also worked with interagency stakeholders to underscore that the Leahy law does not just represent a punitive restriction, but a means of proactively encouraging accountability and respect for human rights among partner security forces. In February 2015, the Departments of State and Defense developed and adopted a Joint Policy on Remediation and Resumption of Assistance to clarify the steps necessary to resume assistance to foreign security force units that have committed a GVHR. Since then, the Department has determined that five security force units from four partner nations have taken the necessary accountability measures.

Throughout the year, the Department engaged with several countries to encourage compliance with internationally recognized labor standards. The Department worked with the United States Trade Representative (USTR) to craft bilateral Consistency Plans with Vietnam and Malaysia to that guide and monitor those countries' implementation of the high-standard labor provisions of in the Transpacific Partnership (TPP) Agreement. The Department and USAID, in partnership with Department of Labor, designed technical assistance programs for the implementation of the labor provisions in for TPP partner countries. In addition to the TPP, the Department developed an interagency strategy to engage collaboratively with the Government of Honduras on persistent labor rights problems under the context of the DR-Central American Free Trade Agreement. The Department also worked closely with the interagency to suspend Burundi's eligibility for trade preferences under the African Growth and Opportunity Act, (AGOA) after serious breaches of AGOA's eligibility criteria, namely respect for human rights, rule of law, and political pluralism.

Multilaterally, the United States reaffirmed the importance of and support for human rights and fundamental freedoms in the UN Human Rights Council (UNHRC) and UN General Assembly (UNGA) Third Committee. The U.S. leveraged our leadership at the UNHRC, including the Universal Periodic Review process, and UNGA to promote universal respect for the protection of human rights and fundamental freedoms for all by: (1) highlighting grave human rights situations; (2) reaffirming and seeking human rights commitments; and (3) pushing for accountability and reform. U.S. leadership helped to keep the UNHRC and UNGA at the forefront of international efforts to promote and protect human rights in countries including Syria, Iran, DPRK, and South Sudan.

After years of working towards meaningful change in Sri Lanka, the United States successfully achieved a landmark consensus resolution during the September 2015 UNHRC session on the Sri Lankan government's commitment to human rights, domestic justice, and reconciliation. In December, 2015, the United States led the convening of an urgent Special Session of the UNHRC on Burundi with the goal of preventing mass atrocities in Burundi. The Special Session resulted in a strong resolution calling for the UN High Commissioner for Human Rights to urgently dispatch a mission of independent experts – deploying in January and February - to investigate and issue a report on violations and abuses of human rights. The Department continues to lead U.S. government efforts to hold Russia accountable for human rights abuses committed in its occupation of Ukraine's autonomous region of Crimea, through its work in the Organization for Security and Co-operation in Europe (OSCE) and the UN.



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Regarding atrocity prevention, the Department and USAID are working to promote transitional justice and accountability. The Department and USAID are working with the interagency Atrocities Prevention Board (APB) to develop and enhance tools, training, and programming. USAID is an active member of the Atrocity Prevention Board and is working closely with the State Department to institutionalize atrocity prevention across the inter-agency by sharing assessment and training tools, integrating atrocity risk planning into country strategies, resource planning processes, and specific country-assessment work.

The United States maintained leadership on high priority issues at the UNHRC and UNGA. The United States led a successful joint statement on freedom of assembly and association at the September, 2015 UNHRC, signed by over 40 countries from all regions. The United States also led a joint statement reaffirming the right to freedom of expression, including creative and artistic expression that was supported by over 50 countries. Most recently, the UNGA passed resolutions on human rights defenders and a U.S.-led resolution on elections. While Russia called a vote on both texts in order to thwart these efforts, both passed with an overwhelming majority, reaffirming the importance of these issues and discrediting Russia's attempts to minimize the importance of fundamental freedoms and civil society. The U.S.-led elections resolution reaffirms the UN's elections work globally, and also includes language on access to all stages of the elections process for persons with disabilities.

The United States reinforced its diplomatic efforts at the UNHRC and the Third Committee by continuing to provide significant funding to the UN Democracy Fund and the UN Office of the High Commissioner for Human Rights. Additionally, USAID utilized a range of tools to support core human rights programs around the globe. USAID provided direct grants to local civil society and human rights defender organizations to monitor, document, promote and protect human right. In FY 2015, \$11,175,000 was awarded to Missions through the HRGP to strengthen human rights institutions as well as grassroots efforts to promote and protect human rights of all members of society. HRGP funds were provided for human rights activities in Burundi, the Central African Republic, DRC, Guinea, Mauritania, Nigeria, Rwanda, Swaziland, Zambia, Bangladesh, Burma, India, Indonesia, Kyrgyzstan, Tajikistan, Serbia, Ukraine, Dominican Republic, Guatemala, Mexico, Peru, Libya and Pakistan. More specifically, human rights programs in 2015 worked to build a rights promoting and protecting environment in Burma, Rwanda, and Tajikistan. In Indonesia and Peru, access to legal and social remedies for victims of human rights violations was supported. Finally, support to local organizations advanced local mechanisms in Ukraine and Swaziland to respond to human rights violations.

In support of President Obama's the Stand With Civil Society Agenda, USAID, Swedish International Development Cooperation Agency (Sida), Open Society Foundations (OSF) and the Aga Khan Development Network (AKDN) partnered to deliver eight co-creation planning and co-design collaborative project design workshops (two global co-creation and six regional co-design workshops) focused on Latin America and the Caribbean (LAC), Africa, Middle East and North Africa (MENA), and Asia. In support of President Obama's announcement to create six regional civil society innovation hub and the workshops, USAID brought together 120 civil society leaders and 45 organizations from 19 countries to plan for the creation of catalytic regional innovation hubs. This will help equip civil society leaders with the tools, technologies, and techniques to develop systems to address pressing civil society challenges.



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USAID also continues to lead the implementation of the Information Safety and Capacity (ISC) project, which provides long-term information security and digital hygiene mentoring to civil society organizations and independent media. The activity connects digital tools developers, helping to protect against surveillance and individuals and organizations that have an online presence. The project also seeks to enhance the user's experience of the technology. ISC provided assistance to more than 250 groups in ten countries.

USAID's Victims of Torture (VOT) fund promoted efforts to improve treatment, including building an evidence base for effective approaches through operational research and increasing the organizational capacity of entities that provide treatment. Interventions are guided by the InterAgency Standing Committee Guidelines on Mental Health and Psychosocial Support in Emergency Settings.

USAID also supported 32 disability inclusive programs in 22 countries throughout Africa (Ethiopia, Mali, Rwanda, Sierra Leone, Uganda), Asia (Bangladesh, Cambodia, India, Mongolia, Philippines, Vietnam), Eastern Europe and Eurasia (Albania, Belarus, Bosnia and Herzegovina, Macedonia, Moldova, Ukraine), Latin America and the Caribbean (Brazil, Jamaica, Nicaragua, Paraguay), and in the Middle East (Afghanistan). In addition, DRG also supported a global women's leadership training of trainers program for 17 women with disabilities from Albania, Armenia, Barbados, Burkina Faso, Cameroon, El Salvador, Fiji, Ghana, India, Mongolia, Myanmar, Nigeria, Peru, Rwanda, Vietnam, Zambia, and Zimbabwe to design and implement leadership and empowerment programs for women and girls with disabilities in their local communities.

In the area of Internet freedom, the U.S. continued to play a strong role in expanding the membership (from 23 to 28 countries) and reach of the Freedom Online Coalition (FOC), which released coordinated joint statements on restrictions on access to social media, the use and export of surveillance technology, and restrictive data localization laws, and enhanced its work with private sector and civil society through three multi-stakeholder working groups. The FOC also continued to serve as a vital cross-regional mechanism for coordinating rights-respecting positions in multilateral venues such as UNESCO, UNHRC, and UNGA. Finally, Finland joined the list of donors to the Digital Defenders Partnership (DDP), raising its total funding to over \$4.6 million.

In 2015, the United States continued to demonstrate leadership in the area of business and human rights by working toward the development of a National Action Plan on Responsible Business Conduct (NAP on RBC), including participation in a series of public engagements with civil society organizations, labor groups, and businesses to discuss how the U.S. government can further promote responsible business conduct. The US NAP on RBC will illustrate our commitment to the UN Guiding Principles on Business and Human Rights and help us push other countries to support responsible business conduct via on-going efforts led by the UNHRC, OHCHR, OAS and other multilateral organizations.

The Department also continues to use engagement and targeted assistance to promote women's rights and gender equality. The Department has committed staff and resources to the Equal Futures Partnership, a multilateral initiative to promote gender equality. The Department is also working to ensure that despite immediate concerns of conflict, countries continue to promote women's engagement in peace processes and reconciliation efforts. The Global Women, Peace, and Security (GWPS) Initiative funds projects in countries



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affected by war, violence, and insecurity. For example, a \$450,000 project brings together women in Lebanon to advance initiatives within Lebanon's political processes and address priority problems.

In 2015, the Department of State, through the Global Women, Peace and Security and the Gender Based Violence Emergency Response and Protection Initiatives launched a \$1 million effort to help prevent and respond to early and forced marriage in countries impacted by the Syrian refugee crisis. Programmatic efforts will focus on mobilizing caregivers, religious leaders, and community stakeholders to increase understanding of the benefits of delaying marriage for both girls and communities and address the perception that early and forced marriage is a way to protect girls. They will also focus on supporting civil society organizations and others working on the protection of at-risk girls and the provision of services to married girls, as well as programs that underscore the value of continuing access to education for girls through the secondary level.

The publication of the 2015 Trafficking in Persons (TIP) Report and the development of action plans for each country help focus the Department of State's efforts to encourage foreign governments to combat human trafficking in the upcoming year. These action plans help strategically prioritize foreign government efforts to combat human trafficking and support U.S. diplomatic engagement on the issue.

Additionally, the findings of the annual TIP Report guide the Department's foreign assistance funding priorities for anti-trafficking programs, which generally target countries ranked as Tier 3, Tier 2 Watch List, and Tier 2 in the annual Report, and also countries where there is a demonstrable need for resources and where there is political will to address the problems and deficiencies identified in the Report. During FY 2015, the Department funded 31 new and continuation projects in 22 countries worth a little more than \$18.8 million. With the addition of these grants and cooperative agreements, as of the end of FY 2015, the Department oversaw 87 anti-trafficking projects worth approximately \$57.0 million in every region of the world. Direct results yielded from these foreign assistance programs include: (1) strengthened prosecution efforts via foreign government-developed and implemented anti-trafficking legislation, and training criminal justice officials; (2) increased protection measures and provision of comprehensive services to victims of trafficking, including vocational and livelihood training; and (3) the advancement of key prevention measures through increased awareness-raising activities. In the upcoming year, the Department will continue to support these types of anti-trafficking programs. Additionally since 2001, USAID has programmed approximately \$210 million to combat trafficking in over 68 countries and regional missions. USAID reinvigorated and refocused its counter-trafficking (C-TIP) efforts with the launch of its C-TIP Policy which outlines concrete, measurable Agency-wide programming objectives. These objectives include integrating C-TIP activities across development sectors, investing in rigorous C-TIP research, increasing investments in conflict and crisis-affected areas and countries with global strategic importance and significant trafficking problems, and enhancing institutional accountability within USAID to address trafficking.

Results of USAID C-TIP programming include an increased emphasis on C-TIP within the context of development programs across sectors, such as education, economic growth, health, human rights, and humanitarian assistance; greater awareness and prevention of trafficking worldwide; the provision of direct services to trafficking victims and populations vulnerable to trafficking; the rescue and rehabilitation of children exploited by armed groups; improved C-TIP legal frameworks; strengthened knowledge of C-TIP through training of law



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enforcement personnel; increased arrests, prosecutions, and convictions of traffickers; enhanced knowledge of trafficking trends, lessons learned and best practices through research; and improved institutional awareness and accountability within USAID to combat trafficking.

USAID implements most of its work promoting and protecting human rights through the provision of technical expertise and programming resources. Technical experts in freedoms of association, assembly, expression, rights of indigenous peoples, human trafficking, transitional justice and labor rights, focus on improving international and local policies and practices that enhance a rights-respecting environment and build local capacity.

Performance Goal 4.2.1: Support Human Rights Defenders and Civil Society Organizations (CSO) Under Threat

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

Performance Goal Overview

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

The United States actively works to protect and promote the right of individuals and civil society organizations, both offline and online, to freely advocate their views and communicate with their own members and the general population, their own and other governments, and international bodies and other elements of civil society inside or outside the countries in which they are based. The United States publicly denounces crackdowns on civil society and independent media, and publicly demonstrates its solidarity with human rights defenders, faith leaders, NGOs, labor unions, and journalists under threat. The Department of State highlights individual cases in the Congressionally-mandated Country Reports on Human Rights Practices and the annual report on International Religious Freedom. The United States works with like-minded governments — the UN, and regional mechanisms like the Organization for Security and Co-operation in Europe and the Organization of American States, to hold governments accountable to their obligations under universal human rights and labor norms, including the rights of individual defenders to protest government activities. However, the United States cannot always succeed in persuading a government to stop persecuting individual defenders.

Performance Goal Progress Update

The Department of State and USAID continue to support human rights defenders and CSOs under threat through diplomatic, development and programmatic efforts. In 2015, the Department of State continued its focus on



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supporting these defenders through a range of rapid response programs. These programs provide real-time emergency support to civil society, human rights defenders, lawyers, democracy activists, journalists and bloggers, labor unionists, those persecuted for their religious beliefs, and those advocating for human rights online and the rights of LGBTI persons. Ninety-one percent of human rights defenders who received U.S. support reported being able to carry out their work at some capacity after receiving assistance from these rapid response funds.

The Department of State also supports civil society organizations through the Lifeline: Embattled CSOs Assistance Fund, which is a unique multilateral mechanism that supports CSOs when they need funds quickly to fight back against harassment and attack. Since September 2014, Lifeline has provided civil society organizations with proactive security training – a response to growing trends of closing operating space around the globe – as well as emergency assistance and advocacy grants to civil society organizations under threat or attack. In FY 2015, Lifeline helped 324 organizations (for a total of 792 organizations in 98 countries and territories).

In 2015, the Department of State continued to address the security needs of survivors of gender-based violence (GBV) and those under threat of imminent attack due to their gender or gender identity through the GBV Initiative. The training and advocacy component of the GBV Initiative supports integrated trainings for governments, judiciary, and key civil society members in implementing laws concerning GBV and addressing cultural attitudes and norms around gender-based violence, including engaging men and boys around GBV prevention. Short-term emergency assistance is also provided to individual human rights defenders who can receive funds to address short-term emergency needs, such as payment of legal and medical bills, temporary relocation fees, prison visitation, equipment replacement, security, and dependent support.

The Department of State also supports civil society organizations and human rights defenders who have come under attack for their online activities through the Digital Defenders Partnership (DDP). The DDP was established by the Freedom Online Coalition in 2012 to provide rapid response assistance to bloggers, journalists, and human rights defenders who have been harassed, threatened, or arrested for exercising their human rights online. The DDP provides a range of assistance to protect online activists, including digital security audits, legal support, online attack mitigation services, anti-censorship and secure communication tools, and account retrieval. To date, the DDP has provided assistance to over 450 organizations and 5,500 individuals through small grants, training, and direct assistance.

As the lead U.S. agency on President Obama's Stand with Civil Society, USAID implements a suite of programs that seek to support, protect and empower civil society leaders in closing and closed spaces. USAID supports efforts to curb or reverse democratic backsliding, supporting civil society leaders and actors in withstanding the pressures of closing and closed space.

USAID does this through the following programs, which were active in FY 2015:

1. Legal Enabling Environment Program (LEEP): Supports and defends freedom for CSOs worldwide and enables a legal and regulatory environment that protects and promotes civil society and civic participants.



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2. Civil Society Innovation Initiative (CSII): Works to co-create programs and projects to support, connect and bolster CSOs across countries and regions.
3. Information Safety and Capacity Program (ISC): Long-term mentoring for civil society, human rights, and independent media organizations in the areas of information security and digital hygiene.
4. SO Sustainability Index (CSOSI): This is an index that measures the civil society enabling environment in more than 70 countries.
5. Global Civil Society Support (GCSS): A mechanism for missions to access the best thinking and leadership around civil society programming.
6. Civil Society Innovation Initiative (CSII): A partnership between USAID, the Swedish International Development Cooperation Agency, and private philanthropy to amplify, connect, and support civil society voices around the world through the development of Civil Society Innovation Hubs in six regions.
7. Global Labor Program (GLP): Promotes workers' rights and strengthens the work of democratic unions and other CSOs.

Key Indicator: Number of human rights defenders trained and supported

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	12,260	28,907	23,303	16,039
Result	3,345	15,426	21,078	48,224	47,922		

Indicator Analysis

The FY 2015 result is higher than the target because many programs were able to reach and train more people than planned due to factors such as increased political stability, the expansion of trainee groups to increase diversity, increased demand for human rights knowledge in countries affected by crisis or conflict, and cooperation that enabled the consolidation of host government and CSO training initiatives.

The U.S. Government continues to assist field missions in their work with local beneficiaries to promote and protect universally recognized human rights, including the right to be free from violations of physical security, the political and civil rights of all citizens, and equality of opportunity and non-discriminatory access to public goods and services. USAID programs focused on: (1) assistance to human rights defenders and national human rights institutions; (2) monitoring and documentation of human rights abuses; (3) atrocity prevention; (4) transitional justice; (5) combatting trafficking in persons; and (6) assistance to vulnerable populations including LGBT persons, indigenous peoples, persons with disabilities and survivors of organized violence and torture.



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Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Key Indicator: Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving U.S. government support

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	777	920	604	292
Result	4,662	818	914	1,001	1,253		

Indicator Analysis

The U.S. Government exceeded its FY 2015 target for the number of domestic NGOs engaged in monitoring or advocacy work on human rights by 333 due to an increase in demand for advocacy training. Additional human rights activities the U.S. Government provides includes: (1) supporting NGOs that advocate for and monitor human rights; (2) training and supporting human rights defenders and other watchdog groups; (3) providing legal assistance; (4) medical and psycho-social care and treatment to victims of organized violence and torture; (5) supporting atrocity prevention efforts; (6) supporting counter-trafficking in persons efforts; (7) promoting transitional justice initiatives; and (8) promoting and protecting the rights of vulnerable groups including LGBT persons, indigenous peoples, people with disabilities, and war victims.

Indicator Methodology

Data Source: FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).



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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	70%	75%	85%	85%
Result	86%	86%		

Indicator Analysis

The FY 2015 actual percentage is higher than the target because the percentage of CSOs compared to the percentage of defenders that were able to carry out work and/or report positive safety or security impacts, was much higher than anticipated. Approximately 93 percent of the CSOs were able to resume operations once they received assistance just by the virtue of people working together. However, many of the individual defenders that U.S. government assisted needed to be relocated, so they could not return to work. The percentage of defenders who were able to resume operations after assistance was provided was 84 percent. Because the FY 2014 and FY 2015 data were both at 86 percent and we do not anticipate any major changes to the way the programs are implemented in the upcoming two years, the FY 2016 and FY 2017 have been adjusted to 85 percent.

Indicator Methodology

Data Source: The indicator data came from the implementing partner of these projects. Their monitoring and evaluation specialist follows up with the recipients with a standard survey once they receive their assistance to determine how the assistance may have helped their situation and their ability to continue their work.

Data Quality: For a variety of reasons, sometimes it is difficult to follow up with recipients because either the recipients do not respond to follow up requests for information or it is too difficult to contact the recipient after providing the assistance.

Performance Goal 4.2.2: Prevent, Mitigate, and Redress Atrocities, Address Gross Human Rights Violations, and Combat Human Trafficking

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



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Performance Goal Overview

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

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

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

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



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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	35%	37%	37%	37%
Result	38%	45%	56%	30%	35%		

Indicator Analysis

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 increase GBV. Efforts to prevent and respond to 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 and USAID have taken a leading role in raising and addressing the special protection needs of women and children in all humanitarian responses by incorporating a gender lens into overall program activities, by working with our primary international organization (IO) partners to integrate GBV prevention and response into their policies and programs, and by providing more than \$144 million in targeted GBV programming.

In FY 2015, USAID funded 108 unique protection awards, of which 60 supported field-level GBV prevention and response and a further 13 contributed to global research, policy, and capacity-building for GBV in emergencies. Collectively, these interventions supported at least 11.6 million people—approximately 2 million of whom were internally displaced persons (IDPs)—in 18 countries and at the global level. USAID-supported GBV emergency programming constitutes stand-alone GBV initiatives as well as integrated protection programming, including psychosocial support and child protection.

In FY 2015, 35 percent of the Department’s non-governmental organizations (NGO) or other IO projects included activities to prevent and respond to GBV. This is slightly below the FY 2015 target of 37 percent; however, it is well above the 30 percent reported in FY 2014. This is particularly commendable given the 15 percent increase in the total number of NGO and other IO projects funded by the Department of State globally in 2015. In absolute terms, the Department’s targeted funding toward GBV again increased in 2015 to \$28.1 million, up from \$24.9 million in 2014. This increase reflects the agency’s continuing commitment to expanding GBV programming.



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The \$28.1 million included both regular GBV regional programming and support via Safe from the Start, a joint initiative with USAID designed to strengthen prevention and response to GBV in all humanitarian responses. These projects were implemented in every region of the world, and included a range of activities, such as: trainings for medical and psychosocial personnel to improve services to GBV survivors; direct services and case management; and activities to reduce women's vulnerability, including cash assistance and livelihood training.

In September 2015, Secretary Kerry launched the Call to Action for Protection from GBV Roadmap, a five-year work plan that establishes a united agenda for donors, states, and organizations committed to addressing GBV in humanitarian action. Secretary Kerry also announced an additional \$17 million in new funding for Safe from the Start, the U.S. commitment to the Call to Action. The announcement brings the total funding for Safe from the Start to nearly \$40 million, of which \$29.2 million came from the Department of State. These programs are responding to immediate needs in current crises and laying the groundwork for system-wide change to better prevent and respond to GBV in future emergencies. The State Department has provided Safe from the Start funding to several IO and NGO partners. One IO has used funding to hire and train new staff, including new surge deployments of GBV experts to Greece, Kenya, Uganda, Nigeria and the Republic of Congo. Other partners have deployed clinical psychologists to support survivors in Central African Republic (CAR), Mali, South Sudan, and other countries, or to integrate GBV prevention and response into the camp coordination and camp management sector response. Safe from the Start support for NGOs has enhanced their ability to prevent and respond to GBV among South Sudanese refugees in Ethiopia; CAR refugees and Chadian returnees in southern Chad; and Iraqi IDPs and Syrian refugees in Iraq. NGO partners are also conducting safety audits and providing mobile GBV services for adolescent refugee girls in Lebanon and livelihoods programs to reduce risk in Chad.

In addition to Safe from the Start programs, the Department of State continued to fund international and NGO partners to provide direct services for women and children, including case management, individual and group therapy, and health services in Jordan; to improve how referrals for services are made and tracked in Lebanon; and to conduct GBV prevention and response assistance programs for refugees in Turkey. In South Sudan, Department of State funding is supporting partners' efforts to provide case management and psychosocial support for Sudanese refugees, while also training police and community leaders on GBV, and will use community theater and other advocacy tools to challenge social norms about GBV. In Iraq, the Department of State funded international organizations and NGOs to provide GBV prevention and response training for NGO workers, GBV response capacity building, livelihoods programming (particularly for women and young people), protection monitoring, GBV counselling, and cash assistance for extremely vulnerable individuals, including women and girls. The Department of State also supported programs to increase knowledge and awareness of GBV in refugee and IDP communities in Iraq, to provide legal and psychosocial support services to females who were survivors of violence, as well as to improve capacity of and enhance coordination among service providers responding to GBV. Programs for Afghan refugees in Pakistan include efforts to scale up services for GBV survivors by creating women-friendly spaces that offer psychosocial services and referrals.

The Department of State also supports research and capacity building efforts to deliver innovative ways to respond to and prevent GBV. In FY 2015 the Department of State funded research projects to examine how to better prevent and respond to GBV in urban and non-camp based settings and supported efforts to train



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humanitarians to better support GBV survivors from marginalized groups including elderly populations, persons with disabilities, male, and lesbian, gay, bisexual, and transgender survivors.

Indicator Methodology

Data Source: Department of State, Bureau of Population, Refugees and Migration (PRM) and FY 2015 Performance Reports as collected in the Foreign Assistance Coordination and Tracking System. PRM Data are gathered from the Department’s internal award document tracking system and from implementing partner reports.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>). 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.

Key Indicator: Number of anti-TIP policies, laws or international agreements strengthened with U.S. government assistance

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	24	24	24	24
Result	24	24	20		

Indicator Analysis

The establishment of a comprehensive legal framework that criminalizes human trafficking and holds traffickers accountable for their crimes serves as the foundation for an effective government-led response. Without proper laws, confusion exists over the definition of this crime and traffickers are often charged with lesser offenses, or worse, able to operate with impunity. Laws and policies that comprehensively prohibit and penalize human trafficking crimes serve as a foundation for effective investigations and prosecutions, and victim protection.

The Department of State helps strengthen government structural and legal frameworks via country-specific programming as well as through global short-term, targeted training and technical assistance. In FY 2015, these efforts resulted in the creation and/or strengthening of anti-human trafficking laws, policies, and/or agreements in Afghanistan, Bangladesh, Botswana, Burundi, Djibouti, Guatemala, Haiti, Honduras, Lesotho, Maldives, Mexico, Namibia, the Republic of the Congo, Seychelles, Sri Lanka, and Swaziland.

Some of the key achievements affected by Department grantees in these countries include the approval of anti-trafficking national action plans by Djibouti and the Republic of the Congo, and the promulgation of a



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comprehensive anti-trafficking law by Haiti. Additionally, a grantee in Guatemala provided technical assistance to officials to improve public policy and protocols for identifying victims of forced labor, including by promoting the inclusion of various forms of forced labor and exploitation in the country's 2013-2023 National Action Plan to Combat Trafficking in Persons and revised Public Policies Against Trafficking in Persons. That same grantee through inclusion of promising practices and lessons learned from recent cases of forced labor.

In Seychelles, a Department grantee worked in partnership with the government to develop and enact comprehensive anti-trafficking legislation in April 2013. Under this new law, criminal justice and security sector officials now have the tools to adequately investigate, prosecute, and punish trafficking offenders. And in the Maldives, leading up to the December 2013 passage of a comprehensive anti-trafficking law, a Department grantee worked with the government to raise the awareness of law enforcement and the judiciary via targeted anti-trafficking training. This engagement resulted in the government's first ever conviction and sentencing of a trafficking offender. Since the passage of the new law, the grantee is continuing to train an increased number of law enforcement personnel, prosecutors, judges, and victim advocates to understand and implement the new legislation.

Worldwide, Department grantees continue to develop and strengthen anti-trafficking laws, policies, and agreements; and where such frameworks exist, grantees may work to encourage implementation. For example, the grantee assisted the Lao government's drafting committee to create a strengthened anti-trafficking law with enhanced protections for victims and stronger penalties for perpetrators. In Laos, a Department TIP Office grantee worked in partnership with the government to amend the anti-trafficking law, and after five years of hard work, the law was passed by the National Assembly in December 2015. The new anti-trafficking law will strengthen efforts to protect trafficking victims and also prevent trafficking in the country. In Papua New Guinea, In Papua New Guinea, collaboration between government officials and a grantee led to passage of the country's first human trafficking law in July 2013. The Department of State has continued supporting training for law enforcement officers and prosecutors on implementation of the new law, and a current grantee is working to establish a national referral system that will enhance protections for victims of human trafficking.

A key challenge to strengthening government structural and legal frameworks to combat trafficking is overcoming political and bureaucratic hurdles and coordinating inputs across several branches of government. As a result, efforts to adopt legislation and policy are frequently time-consuming and require strong political will. To overcome these challenges, the Department of State seeks to align its foreign assistance with bilateral diplomacy efforts. For example, in Haiti the Department of State has supported anti-trafficking programming since January 2011 to strengthen government and civil society capacity to combat trafficking in persons. This support has included extensive technical assistance for the development of comprehensive anti-trafficking legislation, which was promulgated in June 2014. Two grantees have been working to strengthen victim protection and provide technical assistance on implementation of the anti-trafficking law.

Indicator Methodology

Data for this indicator are collected by the Department of State via routine grant oversight and monitoring activities. Close oversight of awarded projects enables the Department of State to ensure effective use of



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foreign assistance in targeted countries. Performance monitoring and evaluation is accomplished through: routine desk audits and/or site visits that include management and technical assistance; reviewing regular programmatic and financial progress reports; and frequent and routine correspondence with grantees. Oversight also includes the use of common performance indicators for all anti-trafficking programs.

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

	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	254	229	288	285
Result	145	149	219	640		

Indicator Analysis

The Department of State exceeded its target in large part because of efforts in Kenya, where activities peaked from 74 in FY 2014 to 388 in FY 2015, due to maturing relationships with actors/county structures and increased reach during international day events. Under the Global Women, Peace and Security (GWPS) Initiative, the Department awarded funds to 12 organizations for projects promoting women's roles in conflict prevention, improving conflict-early warning and response systems through the integration of gender perspectives, and investing in women's and girl's health, education, and economic opportunities to create conditions for stable societies and lasting peace. Projects started in October 2014 and will continue operation through FY 2016. As capacity builds in the integration of gender perspectives in security sector institutions, it is anticipated that direct U.S. Government-assisted training will decrease in out-years.

Indicator Methodology

Data for this indicator is collected by each Operating Unit from project/program documents, such as grants or contract reports describing completed training and capacity building activities. This indicator counts the number of U.S.-funded activities that promote: (1) the participation of women in security sector institutions and activities; (2) the integration of gender perspectives, needs, and priorities in security sector initiatives or activities; or, (3) the increased ability of individuals or institutions in the security sector to address the distinct needs and priorities of males and females. The activity will count under this indicator if the activity's primary objective is to accomplish the above objectives or if the activity contains the above objectives as a secondary objective (e.g., peacekeeping pre-deployment training event with a gender needs/Sexual and Gender Based Violence (SGBV) block of instruction). Security sector training initiatives include but are not limited to training events (i.e. workshops, courses, and seminars) as well as projects that produce tangible training documents (i.e. course program of instruction or POI, manuals & publications). Information generated will be used for future planning, program adjustments, budget decisions, and accountability of funds spent in respect to "Outcome 2.1" of the National Action Plan on Women, Peace, and Security.



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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	100%	100%	100%	100%
Result	100%	100%		

Indicator Analysis

In the past, societies that have not properly addressed systematic human rights violations and mass atrocities risk perpetuating cycles of violence and conflict. Credible transitional justice (TJ) and accountability mechanisms can help countries address legacies of abuse in ways that enable them to move forward nonviolently. In practice, transitional justice refers to a range of tools—judicial and non-judicial, formal and informal, retributive and restorative—that aim to support and strengthen peace, security, development, reconciliation, and governance through carefully balancing sometimes competing imperatives, including the desire for truth, accountability, reparative justice, institutional reform, and reconciliation. Together, these measures can help a society address and heal from the past and prevent atrocities from recurring in the future.

Through the Atrocities Prevention Board process, State and USAID reviewed several priority atrocity prevention countries or situations during FY 2015. In each of these countries or situations, there was either an active and ongoing atrocity or indicators of significant risk. The countries that were also deemed to be in need of work to promote credible transitional justice and accountability mechanisms were ISIL-controlled territory, Nigeria, Burma, Central African Republic, Burundi, Guinea, Bangladesh, and the Democratic Republic of the Congo. The promotion of justice and accountability mechanisms in these countries is one of several important strategies to help mitigate ongoing atrocities and prevent future atrocities.

In ISIL-controlled territory, State continues to document human rights abuses committed by all sides of the conflict, including ISIL, the Iraqi and Syrian Security Forces, and militias, among others. These programs establish internationally-accepted protocols, support repositories that collect, organize, preserve, and analyze documentation gathered to serve a wide range of future transitional justice purposes, promote the psycho-social well-being of those affected by gross human rights abuses, and connect local documentation efforts with judicial actors where appropriate, international networks, and local justice and reconciliation practices.

In Nigeria, State is continuing to focus diplomatic efforts to press the Nigerian government to fully investigate and prosecute atrocity crimes committed by Boko Haram as well as by Nigerian security forces. State and USAID are continuing their partnership with the Nigerian government and civil society to fight corruption and strengthen rule of law, including with regard to transnational crimes.



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In Burma, State has messaged publicly that those responsible for serious human rights abuses need to be held to account, including by co-sponsoring a UN General Assembly resolution “urging the Government to take the necessary measures to ensure accountability and end impunity.”

In the Central African Republic, State supports the establishment of a Special Penal Court to try serious violations of human rights, including war crimes and crimes against humanity, committed in the Central African Republic since 2003. The Special Penal Court is part of the national court system, and the Department is supporting training, technical assistance, and equipment for the national court system, including CAR judicial sector professionals involved with the Special Penal Court. Though the United States, through multiple Department representatives, participate in a UN working group of countries supporting the establishment of the Special Penal Court, no U.S. funds have yet been specifically identified or committed for the Special Penal Court.

In Burundi, State pursues diplomatic efforts focused on resolving the current political crisis and halting the violence in Burundi. State continues to press for the rapid deployment of AU human rights monitors and observers to Burundi. At the UN Human Rights Council, State supported a special session on Burundi in December, passing a resolution authorizing the deployment of independent special rapporteurs to report on human rights violations in Burundi. To supplement these ongoing efforts at atrocity prevention in Burundi, USAID granted \$300,000 to the Office of the High Commissioner for Human Rights to expand their human rights investigations and documentation work in Burundi. Additionally, USAID extended the Counterpart Youth Peace-building programming in Burundi with an additional \$250,000.

In Guinea, the Department is funding a facilitated dialogue program in the Forest region and is enhancing the Embassy’s capacity to monitor violence risk by deploying a CSO conflict officer to the Forest Region. The Department handed over IT equipment to the judicial task force investigating the 2009 stadium massacre. USAID funded the Search for Common Ground conflict mitigation radio programming in the Forest region for an extension with additional resources.

In Bangladesh, the Department is exploring program options to provide an impartial observer to witness proceedings of and to address due process and transparency concerns with Bangladesh’s International Crimes Tribunal which is trying individuals for atrocities committed during Bangladesh’s 1971 War of Independence.

In the Democratic Republic of the Congo, State will implement a plan for election security assistance that includes providing human rights-specific training to the Congolese National Police through the UN’s Office of the High Commissioner for Human Rights. The Department is funding a program to strengthen the capacity of the domestic judiciary to investigate and prosecute the link between illegal exploitation of natural resources and atrocity crimes. State continues to fund similar programs to strengthen the capacity of the DRC to investigate and prosecute atrocity crimes, including sexual violence, crimes against humanity, and war crimes.

State and USAID will continue to work to promote credible transitional justice and accountability mechanisms in priority atrocity prevention situations as well as other situations where such mechanisms can help prevent, mitigate, or redress atrocities going forward.



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Indicator Methodology

Information about priority atrocity prevention countries comes from the Atrocities Prevention Board’s country selection process, which includes analysis from State and USAID, amongst others. Initiatives to promote credible transitional justice and accountability mechanisms in these countries are taken from information provided by USAID and from the Bureau of Democracy, Human Rights and Labor (DRL), the Bureau of Conflict and Stabilization Operations (CSO), the Bureau of International Narcotics and Law Enforcement Affairs (INL), and the Office of Global Criminal Justice (GCJ) within the Department of State.

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

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	782,967	830,033	756,522	750,903
Result	1,757,601	1,886,460	800,634	2,515,862	11,836,729		

Indicator Analysis

One of the three overarching outcomes to be achieved by Operating Units (OUs) defined in USAID’s Gender Equality and Female Empowerment Policy is to “Reduce gender-based violence and mitigate its harmful effects on individuals and communities.” Building on the work of over two decades, USAID is leading efforts to implement the United States Strategy to Prevent and Respond to Gender-Based Violence Globally. Gender-Based Violence (GBV) can be defined as violence that is directed at an individual based on his or her biological sex, gender identity, or perceived adherence to socially defined norms of masculinity and femininity. It includes physical, sexual, and psychological abuse, threats; coercions; arbitrary deprivation of liberty; and economic deprivation, whether occurring in public or private life. Forms of gender-based violence include, but are not limited to, female infanticide; child sexual abuse; sexual coercion and abuse; neglect; domestic violence; elder abuse; and harmful traditional practices, such as, early and forced marriage, “honor” killings, and female genital mutilation/cutting.

The GBV Strategy has four complementary objectives: (1) enhanced interagency coordination; (2) integration of GBV into policies and programs; (3) improved data and research; and (4) expansion of programming. To achieve these objectives in 2015, USAID made further strides toward integrating GBV in multiple sectors. USAID’s Office of Gender Equality and Women’s Empowerment produced and widely shared the new Child, Early and Forced Marriage Resource Guide, the Beyond Access: Integrating Gender-Based Violence Prevention and Response in Education Projects toolkit and the Building a Safer World: Integrating Gender-Based Violence Prevention & Response into Energy and Infrastructure Projects toolkit. USAID held several training events to strengthen the capacities of USAID staff and implementing partners to design, implement, monitor and evaluate programs addressing GBV, such as, the newly designed five-day USAID staff training course on preventing and responding



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to GBV piloted in July, 2015. USAID plans to repeat this training course for Agency-wide audiences or to use individual modules to meet the GBV learning needs of specific audiences. As a result of targeted messaging, an increase in OU planning tools and progress reports addressing GBV, additional resources and scaled-up capacity building events, USAID's GBV programming is becoming more diverse, and expansive. The number of persons benefiting from USAID supported GBV services has also increased significantly, as illustrated by the results on this indicator from FY 2013 to FY 2015.

In FY 2015, 11,837,166 individuals benefited from a U.S. funded intervention providing GBV services. This number registers a substantial increase in the total number of beneficiaries over the FY 2015 target of 528,125 persons and the 2,515,862 beneficiaries reported in FY 2014. Twenty-five OUs reported on this indicator in FY 2015. The USAID Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA) made the largest contribution to the overall results of this indicator and mainly accounts for the sharp increase in the FY 2015 numbers. This increase stems from the surge in GBV services provided by the humanitarian assistance programs in Syria, Iraq, South Sudan, and USAID's Ebola response efforts.

Ten OUs either met or exceeded their FY 2015 targets: Bangladesh, Benin, Burma, Cambodia, DCHA, Ethiopia, Kenya, Rwanda, Tanzania, and Vietnam. In Burma, for example, USAID provided GBV services to 21,639 persons exceeding the FY 2015 target of 19,000. USAID/Burma's implementing partners were able to reach more people because of less restricted movements in South-East Burma and owing to strengthened staff capacities both in Burma and in Thailand. In Tanzania, USAID served 47,946 persons exceeding the FY 2015 target of 46,074 beneficiaries. USAID's GBV interventions in Tanzania included raising awareness of women's rights in communities, advocating at the national level for laws to protect women's rights, and developing the capacities of legal and GBV service providers.

Nine OUs reporting on this indicator did not meet their FY 2015 targets. For example, the Democratic Republic of the Congo (DRC) fell short of its FY 2015 target to reach 37,319 persons and provided GBV services to 24,560 persons. The geographic reach of programming in Eastern Congo was reduced to rural areas and the USAID Reading Program in DRC did not reach as many beneficiaries as expected.

Indicator Methodology

Data Source: The data for this indicator was collected and reported by USAID implementing partners. The data was gathered from projects selected by USAID Missions in multiple sectors (health, education, humanitarian assistance, governance, etc.) with activities designed to raise awareness of GBV or to prevent GBV.

Data Quality: There are limitations to this indicator. This indicator does not provide information about the quality of GBV services or the geo-social distribution of GBV services. Data gathering may run the risk of multiple-counting.



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Strategic Objective 4.3: Strengthen and Protect Civil Society, Recognizing the Essential Role of Local Capacity in Advancing Democratic Governance and Human Rights

Strategies for Achieving the Objective

The State Department and USAID have developed new capabilities and partnerships that expand our engagement with civil society, and implement programs and policies to foster vibrant civic ecosystems worldwide. The State Department and USAID are also working with local grassroots civil society organizations in an effort to increase local capacity.

The State Department is enhancing its people-to-people exchange programs and elevating youth issues as a policy priority. The State Department's youth policy led to the creation of a Special Adviser on Global Youth Issues and an Office of Global Youth Issues, and has exponentially expanded our outreach to young people around the world via direct engagement by diplomatic posts, exchange programs, virtual classrooms, and social media. People-to-people exchanges include robust participation from youth, women, minorities, and other underrepresented populations, and engage civil society leaders and key influencers in a wide variety of fields. They give individuals direct exposure to American society and universal values, demonstrating the U.S. Government's commitment to democracy, social justice, and economic prosperity around the world. The Department of State engages a full range of tools, including diplomacy, foreign assistance and public-private partnerships, to optimize the Open Government Partnership (OGP) as a vehicle to support civic participation and make government more responsive, effective, and accountable.

The U.S. Government also funds a broad range of technical assistance and grant programs supporting civil society, including programs that track and monitor legislation that restricts the work of civil society in more than 40 countries. The Department works through the Community of Democracies to coordinate diplomatic responses to actions, including pending legislation abroad, that threaten civil society or could increase restrictions on the freedoms of association, assembly, and expression, online and offline. We also work multilaterally to provide targeted technical assistance and grants to Civil Society Organizations (CSOs), including through the UN Democracy Fund, and partner with other governments and foundations through the Lifeline. The Embattled CSOs Assistance Fund offers emergency financial assistance when civic groups are threatened.

Defending Internet freedom is a central component of U.S. support for civil society, both through diplomatic efforts and the expenditure of over \$125 million in programming funds to date. The State Department invests in diverse responses to Internet repression. These programs support the development of anti-censorship and secure communication technologies, digital safety training for human rights defenders, policy advocacy efforts to advance Internet freedom, and research on emerging trends in Internet repression. The Department strives to advance short, medium, and long term Internet freedom to protect people and organizations at risk, give them the capacity to communicate safely going forward, push for the reform of repressive Internet policies, and improve technologies to safeguard online activities. The State Department provides the most comprehensive support for Internet freedom of any donor, private or public. These programs ensure that millions of individuals living in censored environments are able to safely access the global Internet each year. External factors,



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including restrictive measures imposed by undemocratic regimes, budgetary constraints on U.S. foreign assistance, austerity measures by partner governments, and a lack of political will from like-minded partners to engage systematically, could impede our progress in advancing this objective.

Strategic Objective Progress Update

The United States continues to work closely with civil society groups abroad to promote human rights, democracy, and the rule of law. In 2015, governments continued to inhibit the free operation of civil society and cut off CSOs' ability to receive funding from legitimate sources, including foreign funding. Many governments increasingly justify restrictive NGO laws with terrorism concerns even as civil society provides an alternative to extremism. In the past three years, more than 60 countries have sought to restrict the ability of non-profit groups to receive or use overseas funds.

In Russia, over 110 respected NGOs are listed as "foreign agents," a pejorative term that is increasingly being adopted by governments in post-Soviet states. This is especially true in Central Asia, where four of the five former Soviet countries have introduced restrictive NGO legislation since 2014. In Russia, U.S. based donor organizations, including the National Endowment for Democracy, two Soros organizations, and the U.S. Russia Foundation have been declared "undesirable foreign organizations" under a May 2015 law. In China, a draft Foreign NGO Management Law would allow public security officials to closely monitor all foreign and foreign-supported organizations, including groups involved in work as apolitical as student exchanges or environmental issues, and it would impose criminal penalties if an organization failed to report in advance the full scope of its activities each year. In Kazakhstan, new amendments to the Trade Union Law potentially deny legal recognition to independent labor unions, while in Bangladesh, progress on labor union registration has slowed, with authorities rejecting registration for some independent unions on spurious grounds. This closing space for civil society is a global development challenge.

The Department continues to stand up and speak out when authoritarian governments crack down on civil society, imprison peaceful reformers, silence legitimate dissent, or enact legislation that violates human rights. Through President Obama's Stand with Civil Society Initiative, the Department defends and strengthens civil society abroad by: (1) promoting laws, policies, and practices that foster a supportive environment for civil society in accordance with international norms; (2) coordinating multilateral, diplomatic pressure to push back against undue restrictions on civil society; and (3) identifying innovative ways of providing technical, financial, and logistical support to promote a transparent and vibrant civil society. The Department will continue to expand public and private consultations with civil society organizations to explore new approaches and partnerships around civil society and labor movement sustainability.

In July 2015, the Community of Democracies (CD) Governing Council elected the United States to hold the CD presidency for the 2015-2017 term. The CD is a key partner in United States' efforts to build multilateral support for democracy and open civic space. The United States will use the two-year term to expand the Community's efforts to combat excessive restrictions on civil society through diplomatic outreach, expert consultations, and dialogue with civil society. The United States will also, with assistance from other CD governments, work to increase the CD's ability to support and coordinate the efforts of democratic governments in multilateral bodies such as the UNGA and the UNHRC.



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As a founding member of Open Government Partnership (OGP) and member of the OGP Steering Committee, the United States also remains committed to leading by example and working with participating countries to advance transparency, accountability, citizen engagement, and technological innovation for good governance. This year, the United States also sought to promote transparent and accountable implementation of the Sustainable Development Goals globally, by joining other OGP Steering Committee members in signing the Open Government for the Implementation of the 2030 Agenda for Sustainable Development declaration.

The Department also continues to respond to the growing global challenges that human rights defenders and civil society face on the Internet. In September, Ambassador Power announced that the Department will expand its Internet freedom efforts in 2016 by launching the Leading Internet Freedom Technology (LIFT) Initiative, which will enable a diverse range of cutting-edge anti-censorship and secure communications technologies to combat the next generation of Internet repression. LIFT will invest in new solutions to online censorship and improve digital security to give human rights defenders and other netizens the tools and holistic support they need to safely access the global Internet, defend against advanced attacks, protect themselves from targeted malware, and communicate securely in closed environments. LIFT seeks to move past the cat-and-mouse game of censors and censored to ensure that millions of individuals living under repressive regimes have open, reliable, and secure access to the global Internet.

Through the Young Leaders Initiatives, the State Department and USAID are responding to the call in the Administration's Global Engagement Strategy to invest in creating relationships with the next generation of global leaders. The Mandela Washington Fellowship for Young African Leaders and the Regional Leadership Centers, under the Young African Leaders Initiative (YALI), the Young Southeast Asian Leaders Initiative (YSEALI) and the Young Leaders of the Americas Initiative (YLA) empower and bolster emerging African, Asian and Latin American and Caribbean leaders through academic coursework, leadership training, professional development, mentoring, networking, and follow-on support. These initiatives cement ties between individuals from the participating countries and the United States, continue a strategic emphasis on Africa, Latin America and the Caribbean, and support the Department's rebalance toward Asia. In FY 2015, these programs engaged more than 1,500 current and future young leaders from these regions and the United States.

Performance Goal 4.3.1: Strengthen Civil Society, including Youth-Led Civil Society Organizations

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

Performance Goal Overview

The United States has made outreach to and support for civil society a cornerstone of its foreign policy. Non-state actors, ranging from NGOs to businesses to religious groups, are playing an ever greater role, both locally



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and globally. Global demographics are altering the political and economic landscape such that youth now have greater influence among non-state actors. More than 60 percent of the world's population is under the age of 30. That demographic, increasingly empowered by new technologies, is a major driver of economic and social progress. It is also among the great potential challenges to regional stability and security: 86 percent of all countries experiencing a new outbreak of civil conflict have populations with a significant majority under 30.

Today's most pressing foreign policy challenges require complex, multi-dimensional public engagement strategies to forge important bilateral, regional, and global partnerships. American diplomats meet not only with their foreign ministry counterparts, but also with tribal elders, youth activists, and local authorities. And for this reason, public diplomacy has become an essential element of effective diplomacy in the 21st century. Working with civil society is not just a matter of good global citizenship, but also a more effective and efficient path to advancing key foreign policy objectives.

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

Performance Goal Progress Update

The Department of State continues to strengthen its efforts to empower civil society, push back against expanding restraints on freedom of association and assembly, and protect an open Internet in restrictive environments

The Department is committed to engaging not only with the leaders of today, but also with the leaders of tomorrow. Today's generation of young people is the largest and most interconnected the world has ever seen, defined by energy, talent, and optimism. U.S. youth programs empower the next generation through exchange programs, leadership development, educational transformation and democratic ideals, and is part of our commitment to engaging with civil society.

The Department has worked to mobilize global youth to counter violent extremism in their communities and countries. The Department convened a "Global Youth Summit Against Violent Extremism" around the United Nations General Assembly (UNGA) in New York to help build a larger coalition of youth CVE stakeholders. The Summit brought together 200 youth stakeholders, including 80 international leaders, culminating in the adoption of a historic Youth Action Agenda, outlining key priorities for young people to fight extremism. A Youth CVE Marketplace showcased community solutions to violent extremism and its root causes. President Obama highlighted the Global Youth Summit in his UNGA remarks, saying young people came together "to push back against ISIL's propaganda," making them an inspiration to us.



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The Department has also worked closely with the National Security Council’s Global Engagement Directorate to convene regional youth leaders for Presidential youth focused initiatives and summits around the Young African Leaders Initiative (YALI), the Young Southeast Asian Leaders Initiative (YSEALI), as well as the launch of the Young Leaders of the Americas initiative (YLA).

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

	FY 2014	FY 2015	FY 2016	FY 2017
Target	500	500	56,730	83,500
Result	500	28,380		

Indicator Analysis

The President’s Young African Leaders Initiative (YALI) is a set of multi-year programs to support the next generation of African leaders as they work to drive economic growth, enhance democratic governance, and strengthen the civil society structures that will help the continent grow and prosper. This indicator reflects coordination between the U.S. Department of State and USAID for the Mandela Washington Fellows (MWFs) and, starting in FY 2016, the USAID-managed YALI Regional Leadership Centers (RLCs) located in Accra, Dakar, Pretoria and Nairobi. The Department of State manages the selection of MWFs, their training and internships in the United States. They also manage alumni relationships and offer selected follow on give-back opportunities. USAID oversees MWF’s professional development support for one year after their return to Africa as well as training of YALI Participants at the RLCs.

In FY 2015, 500 MWFs were selected and participated in the U.S. exchange program, while four RLCs were procured to train YALI Participants on the continent. 100 RLC Participants were trained in person in FY 2015. Additionally, the YALI Network, which had been a primarily virtual self-subscribed network of young people in Africa, launched a suite of online courses through YALI and more than 27,000 network members received 50,000 certifications. The Department of State also hosted 45 YALI mentees at Connect Camps with participants from Tanzania, Namibia and Rwanda. In FY 2016, 1,000 MWFs will be selected and an estimated 5685 (1,985 in person and 3,700 online) participants will be trained at the RLCs. The YALI Network anticipates doubling the current number of members that will receive certificates to 50,000, and the Connect Camps expect to increase to 60 YALI mentees.

Indicator Methodology

The number of YALI participants is calculated by collecting annual participation numbers from the following YALI programming: the Mandela Washington Fellowship Program, the YALI Regional Leadership Centers, YALI Network*, and YALI Connect Camps. MWF participation is defined as participants in the U.S. exchange program via the U.S. Department of State (YALI institutes in the United States and the annual Presidential YALI Summit)



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and eligible recipients of USAID follow-on Africa-based activities (regional networking events, professional practicums, mentorships, etc.). RLC participation is defined as participants in virtual or distance learning offered by a YALI Regional Leadership Center. YALI Network participation is defined as a YALI Network member who has successfully completed a YALI Network Online Course offering. Though the broader network includes a larger number of subscribers, for the purposes of reporting, this only includes those who have been substantively engaged through self-selected learning opportunities. YALI Connect Camp participation is defined as non-Mandela Washington Fellow participants in YALI Connect Camp activities managed by the Department of State. This information is directly reported from program managers in USAID Bureau for Africa (AFR), the Department of State Bureau of Educational and Cultural Affairs (ECA), and the Bureau of International Information Programs (IIP).

Data source and quality: For YALI Mandela Washington Fellows data is collected from ECA program records (including participant signatures, and scans of J-1 visa applications sent from U.S. institute hosts; weekly check in call reports; and signature records from the President’s YALI Summit in Washington in August 2015). For YALI participants trained at the Regional Leadership Centers, data is being collected on both enrollment of and graduation of participants. The figures reported include graduates of an RLC during a given fiscal year. Steps are taken to ensure that data reflects actual attendance and will include both in person verification of participant presence and completion of curriculum, by the YALI Regional Coordinators, and the staff of four implementing partners that manage the RLCs. The program also maintains an external learning partner to support monitoring and evaluation. Known data limitations are that these data sources do not confirm quality of participation, aside from self-reported survey data during and after training. The YALI Network tracks subscriptions electronically, and captures number of certificates obtained. Known data limitations include lack of detailed gender information and the overlap of participants in other YALI programming that may be subscribed to the YALI Network. The Department conducts in person verification of the number of participants in the Connect Camps and reports only the program mentees, as the mentors are primarily Mandela Washington Fellows. No additional known data limitations exist.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	8	10	13	16
Result	0	8	N/A		

Indicator Analysis

The U.S. Government did not track this indicator closely in FY 2015. Thus, the process of determining what might be a more appropriate indicator for upcoming FY 2016 since the OGP has lessened its prioritization of expanding the number of non OGP civil society groups participating in the mechanism.



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Indicator Methodology

Data quality: The Department has become aware of several limitations of utilizing this indicator. First is the distinction of OGP participant vs non-participant CSOs where U.S. Embassies do not necessarily have this information. Second is the assumption that broadening the network of CSOs is going to be each country's approach where in some cases the approach is strengthening existing CSO relationships or broadening public participation. Third, hosting meetings between currently participating and hitherto non-participating CSOs is just one means at U.S. Embassies' disposal to encourage broadening CSO participation in OGP; diplomatic efforts to encourage host governments to expand outreach to CSOs, and technical assistance efforts to build CSO capacity for participation or government capacity for managing inclusive processes may be just as if not more impactful. Finally, CSO engagement is a very important component of OGP but not the only one; which more broadly seeks to promote transparency and accountability in government as well as government responsiveness to citizens. There may be a more comprehensive indicator that could capture a fuller range of U.S. diplomatic and programming actions and their impacts on country efforts to optimize OGP as a tool for improving democratic governance. The Department is currently conducting a review of the use of this indicator and its data quality.

Key Indicator: Percentage of under-30 foreign participants in U.S. government and private sector-sponsored international exchange programs

	FY 2014	FY 2015	FY 2016	FY 2017
Target	79%	81%	83%	85%
Result	79%	82%		

Indicator Analysis

The percentage of under-30 participants in both private sector and official U.S. exchanges is slightly above target for 2015. In both categories, young people who apply for professional, study and/or cultural experience in the United States — or who are recruited for State Department-sponsored international exchanges — remain a priority for embassies and for the relevant Department of State program offices. The target levels off at 85 percent in 2017, given the natural age mix of both funded and private sector exchange programs and the need to include both seasoned and younger leaders in public diplomacy efforts globally.

Indicator Methodology

The data source for under-30 foreign participants in exchange programs sponsored or overseen by the State Department is the SEVIS (Student and Exchange Visitor Information System) database, used by the Department of Homeland Security to track all non-immigrant visitors under the J and G visa classification. The figures drawn from SEVIS show all participants in private-sector and U.S.-funded exchange programs who started their



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programs in the United States in 2015, comparing the under-30 participants to the overall total. The targets for out years show only a modest rise, as the variables for funding of official exchanges and for private sector participation can fluctuate.

*Department of Homeland Security furnishes SEVIS data to the State Department on the basis of calendar year, not fiscal year. All targets and actual percentages are based on calendar year information.

Key Indicator: Number of individuals receiving voter and civic education through U.S. government-assisted programs

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	55,087,384	72,269,893	36,784,029	28,975,838
Result	19,108,679	58,020,113	140,950,044	65,046,830	92,404,708		

Indicator Analysis

The provision of voter and civic education in developing democracies will help 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. This indicator, which in FY 2015 exceeded its target by over 20 million, counts 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. 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.

To strengthen government response and increase accountability, the Elections and Political Processes (EPP) Fund provides support on a competitive basis to USAID Missions for critical and unanticipated needs in elections and political transitions. Since the EPP Fund was established in 2006, more than \$208 million have been provided to 80 countries or sub-regions. In FY 2015 alone, the EPP Fund supported 21 Missions in the areas of promoting women, youth and marginalized groups in the electoral process in Benin, Malawi, Niger, Syria, Burkina Faso, Kosovo, and Nicaragua; local electoral reform and accountability efforts in Macedonia, Ghana, and Peru; and civil society observation of elections in Lesotho, Albania, Belarus, and Venezuela. In Paraguay, the EPP Fund facilitated registration and access to polling stations for people with disabilities, while simultaneously fostering a national debate on issues of accessibility.

Indicator Methodology

Data Source: FY 2015 Performance Reports from Department of State and USAID Operating Units as collected in the Foreign Assistance Coordination and Tracking System.



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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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Key Indicator: Number of Civil Society Organizations receiving U.S. assistance engaged in advocacy interventions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	16,875	10,950	9,102	7,277
Result	4,362	11,247	13,570	18,238	18,024		

Indicator Analysis

Civil society participation in democratic policymaking improves the transparency and accountability of one's government and the legislative process. This measure captures more than one democracy and governance outcome — it indicates that CSOs have the capacity to substantively participate in democratic policymaking and that legislators are open to public participation. The indicator below 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. Civil society advocacy efforts, both with legislatures and legislative outreach and openness to civil society engagement, are also activities under this indicator.

Indicator Methodology

Data Source: FY 2015 Performance Reports from Department of State and USAID Operating Units as collected in the Foreign Assistance Coordination and Tracking System. Major programs that contribute to this indicator include USAID's Global Labor Program and the Office of Transition Initiative's programs in Yemen, Honduras, and Burma that support CSOs on reform efforts and democratic governance.

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 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>). The FY 2015 actual data of seven operating units exceeded their target data. However, these operating units anticipate reaching the significantly smaller number of CSOs in the out-years. Thus, the FY 2016 and FY 2017 targets will not be increased.



Strategic Objective 5.1: Enable Diplomats and Development Professionals to Influence and Operate more Efficiently, Effectively, and Collaboratively

Strategies for Achieving the Objective

The Department of State and USAID are pursuing several courses of action to achieve this objective. They will continue to explore balanced, smart, and lean approaches to addressing joint management issues. The Joint Management Board, which was a direct result of Government Accountability Office recommendations, will continue to find ways to drive efficiency into our overseas operations and reduce operating costs, including successfully consolidating vouchering in July 2015. The Department and USAID will continue to adopt balanced, smart, and lean methodologies for continuously improving core business processes. The Department and USAID will also leverage learning from each other to advance efficiency and effectiveness in their contributions to the achievement of Federal Cross-Agency Priority (CAP) Goals.

USAID and the Department will enhance their effectiveness by implementing new technology solutions. These are geared to improving the provision of American citizen services, streamlining and simultaneously enhancing the scrutiny given visa applicants, reducing operating costs, boosting collaboration, improving security and countering extremist threats, and broadening engagement opportunities. By applying existing and new analytical tools and data sources, USAID and the Department are aiming to strengthen their staffing and operations through identifying opportunities for more cost-effective procurement processes and foreign assistance management.

Another focus of the Department's efforts involves transitioning its engagement activities from ones which tended toward engagements that involved limited, exclusive, and direct contacts to an approach based on a culture of openness. This has resulted in the expanded use of digital communications platforms such as social media, digital video conferencing, smart phone applications, and similar means that allow the Department to reach directly to people and that open up its public engagement to all who are interested, not just the limited audience that can be invited to attend our events in person.

Innovations at USAID make it possible to deliver results on a larger scale while simultaneously pursuing more strategic, focused, sustainable, and results-oriented approaches that maximize the impact of our development dollars. Evidence-based planning and increased operational efficiency and effectiveness are among the factors accounting for the impressive improvements in performance and results.

USAID is also promoting sustainable development through building high-impact partnerships. USAID is collaborating with and directly supporting host governments, the private sector, civil society, and academia, all of which serve as engines of growth and progress for their own nations. USAID is using, strengthening, and rendering accountable local partners so they can sustain their own development. These and other efforts have made it possible to identify and scale up innovative, breakthrough solutions to hitherto intractable development challenges. For USAID, the power of science, technology, innovation, and partnerships are all being applied to the goal of delivering more effective, cost-efficient results for sustainable global development.



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Strategic Objective Progress Update

USAID is modernizing the way it does development, advancing new theories of change, and institutionalizing its new model of development through enhanced public-private partnerships and multi-stakeholder alliances. These actions are part of the JSP, building on the USAID Forward reforms begun in 2010. USAID began systematically tracking activities that support this objective at a corporate level in November 2013 through the Agency's Administrator's Leadership Council. The Agency has had considerable success on its five corporate objectives due to these reforms, and is refining a set of new metrics for FY 2016.

Specifically, one of USAID's five corporate objectives focuses on ensuring it is a strategically managed and operationally efficient and effective development partner. To accomplish this, USAID has adapted evidence-based strategic planning and results management best practices for its operations, which includes using data to drive improvements and decision-making. For example, as part of its reforms for procurement and to reduce the Procurement Action Lead Time (PALT), or the time to make an award, the Agency has been tracking over 20 procurement metrics since FY 2013. Some of these metrics include tracking: 1) the percent of contractor performance assessments; 2) satisfaction ratings of procurement training; and 3) the fill rate for Contracting Officers. USAID conducts data-driven reviews semi-annually to review the data, track progress, and identify challenges.

Moreover, by tracking these metrics USAID has identified areas that need further improvement, and has taken action to do so. For example, due to the results of a data-driven review, the Agency modified its PALT metric to remove days in protest from the overall calculation, improving the accuracy of the metric.

Excellence in Consular Service Delivery (APG):

In the face of increasing demand, the Department of State maintains timely and high quality consular service delivery by leveraging technology and building on best practices to ensure that U.S. citizen and visa service delivery to the public is efficient, vigilant, professional, and within the targeted timeframes. The Department continues to exceed its goal of adjudicating 99 percent of passport applications within the targeted timeframe. Passport Services adjudicated 99.9 percent, 99.8 percent, 99.7 percent, and 99.1 percent of passport applications within the service level commitment to the American public in quarters one, two, three, and four, respectively, and anticipates that it will continue to exceed its goal.

Executive Order 13597 (Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness), issued in January 2012, required the Department of State to increase its visa adjudication capacity in Brazil and China by 40 percent and ensure that 80 percent of nonimmigrant visa (NIV) applicants worldwide are interviewed within three weeks of receipt of an application. The Department surpassed the Executive Order target of a 40 percent increase in capacity, as defined by the number of adjudicating staff, in Brazil in June 2012 and in China in November 2012. In FY 2015, the Department adjudicated more than 13 million nonimmigrant visa applications, a 13.5 percent increase over FY 2014. In FY 2015, more than 92.5 percent of applicants worldwide, on average, were interviewed within three weeks of submitting their applications, a significant change over the 82 percent in FY 2013.



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The ‘Excellence in Consular Service Delivery’ goal provides additional benefits toward the achievement of the Department’s goals. In calendar year (CY) 2014, the Department’s efforts facilitated the travel of 75 million visitors to the United States, who, according to the Department of Commerce’s United States Travel and Tourism Statistics, spent \$220.6 billion, an average of approximately \$3,000 per visitor. International travel supported an estimated 1.1 million jobs in the United States. In addition to the economic benefits, the visa adjudication process puts the Department on the front line of U.S. border security, as consular staff vet individuals who seek to travel to the United States.

ConsularOne is the Department’s major information technology initiative to modernize, restructure, and enhance our consular software, as well as improve efficiency, security, and consistency across consular workflows. ConsularOne comprises a complete consular suite of application services, which will incorporate virtually all the major functions of domestic and overseas consular work into a common, intuitive, and integrated user interface, and improve how information is shared within the Department and across the government. The first phase of ConsularOne will be an online passport renewal service, which will enable U.S. citizens to submit passport renewal applications, payments, and photos electronically.

USAID Procurement Reform (APG):

Sustainable development through local, multi-partner alliances and public-private partnerships have increased the technical capacity of local governments and empowered them to make changes that will endure.

USAID has nearly doubled the percent of mission program funds, from 9.6 to 16.9 percent, provided to local organizations between FY 2010 and FY 2014 (FY 2015 data will be available in May 2016).

Since completing a business process review in 2010, the Agency established a goal to reduce PALT by 40 percent by the end of FY 2017. In FY 2015, USAID made progress on streamlining the procurement process and institutionalizing a series of procurement reforms to reduce PALT. Of particular note were the below-average PALTs for several large Global Health Supply Chain awards, which were the first to implement a full spectrum of best practices: 1) early engagement; 2) communication across bureaus; 3) sequestered technical evaluation panels; and 4) collaborative approach with additional resources. USAID also completed a large number of procurements that had been in the pipeline for two years or more.

The Agency is currently using several methods to streamline assistance action lead times. These include: 1) engaging early with the technical teams during the conceptualization of the program; 2) improving the quality and utilization of market research; 3) improving the industry’s understanding of program needs; and 4) employing a phased application processes.

The USAID Procurement Executive issued guidance on best practices for streamlining assistance procedures, highlighting six innovative techniques to be employed in the assistance award process. In particular, it simplified technical evaluation and cost analysis methods that will result in a 15 to 20 percent reduction in certain agreement award times. The guidance also reduced the number of technical merit criteria and limits budget reviews.



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Timely past performance data leads to improved technical evaluation panel reviews, which expedite the procurement process, helping to reduce PALT. USAID has significantly increased contractor past performance assessment reporting (CPARS) from 11 percent at the end of FY 2012 to 82 percent at the end of FY 2015.

USAID is also increasing its number of small businesses partners. Small businesses are vital to the U.S. economy and provide critical resources that contribute to the mission of USAID. In FY 2015, the Agency barely missed its target of obligating 10 percent of prime contract acquisition dollars to U.S. small businesses worldwide due to an increase in overall obligations and a similar amount of obligations to small businesses.

Stakeholder Collaboration and Audience Engagement:

USAID and the Department of State have made progress on enhancing stakeholder collaboration and audience engagement. USAID continues to support organizational change management around the new content collaboration platform MyUSAID.gov, including providing in-person training opportunities to the field and successfully rolling-out a curated content functionality that allows for the uniform posting of authoritative content. Making U.S. Government data accessible, discoverable, and usable by our partners and the international community fuels entrepreneurship, innovation, scientific discovery, and enhanced development outcomes. To this end, USAID hosted a first-of-its-kind Open Data Hack-a-thon in April 2015, focusing on crime and violence in Latin America and the Caribbean. The projects participants developed illustrated how open data can help understand crime in the region, informing more responsive program design.

In October 2014, USAID released its first ever open data policy, requiring that all USAID-funded data be submitted to the Development Data Library and released publicly to the greatest extent possible, while affording all protections for individual privacy, operational and national security, and other considerations allowable by law. Evaluation Reports are already available through the Development Experience Clearinghouse (DEC). Of the 236 project evaluations completed in FY 2015, 53 percent are already available online in the DEC as of January 8, 2016 and many more are expected to be posted online in the coming months.

USAID's Development Data Library, www.usaid.gov/data, currently contains 144 datasets available for public use and USAID updates it on an ongoing basis. The site also offers the public an opportunity to post questions or comments about the data on public forums. Moreover, stakeholders from around the globe are also using USAID's open data to improve development outcomes. In Honduras, USAID partnered with the Ministry of Natural Resources and Environment to better analyze the depth and flow of the river systems and make the data publicly available. This allows Hondurans to prepare for and mitigate flood and drought disasters.

Human Capital Management and Business Process Improvement:

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



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A Secure Diplomatic and Development Platform:

The Department of State is on track to complete a Master Plan revision by September 2014 and an Environmental Impact Study by 2015 for the Foreign Affairs Security Training Center (FASTC). In addition to this effort, the Department moved 2,485 personnel into more secure, safe, and functional facilities in FY 2015, under the Capital Security Construction Program.

USAID is successfully implementing the Homeland Security Presidential Directive-12 requirement of Personal Identification Verification (PIV) usage across USAID. As of the end of calendar year 2015, USAID equipped 100 percent of Microsoft operating system desktops and laptops with PIV card readers inside Washington facilities. In December 2015, the Agency required all USAID Washington personnel to log on using a PIV card, and will be activating mandatory PIV use across USAID desktop workstations and laptops worldwide in early 2016. USAID will require all staff to utilize a USAID PIV or PIV Alternative smart card for network logon access.

Performance Goal 5.1.1 (Agency Priority Goal): Excellence in Consular Service Delivery

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

Performance Goal Overview

The mission of the Department of State's Bureau of Consular Affairs (CA) is to provide efficient and effective consular services to protect U.S. citizens, ensure U.S. security, facilitate the entry of legitimate foreign travelers, and foster economic growth. Two core functions of this mission are the adjudication of passport and visa applications. Demand for passports and visas are subject to unpredictable factors, and this variability affects workload planning.

Domestically, the State Department supports a significant presence across the country to respond to the consular service needs of the U.S. public. This presence consists of 29 passport agencies and centers and a network of more than 8,000 public offices managed by other federal, state, and local government agencies/offices designated to accept passport applications. Approximately 126 million U.S. citizens, 38.6 percent of the population, have valid passports; this number has almost doubled in the last decade. In FY 2015, the Department adjudicated 14,596,917 million passport applications, a 9.85 percent increase over FY 2014. An expected surge in passport renewal applications represents a rising challenge to meet our passport-related performance goal. Based on analysis of renewal application trends, passport renewal rates increased by 14.8 percent in FY 2015 and are expected to increase further through FY 2017.

Executive Order 13597 (Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness), issued in January 2012, required the Department of State to increase visa adjudicating capacity in Brazil and China by 40 percent and ensure that 80 percent of nonimmigrant (NIV) applicants worldwide are interviewed within three weeks of receipt of an application. In FY 2015, CA adjudicated more



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than 13 million NIV applications, a 13.5 percent increase from FY 2014, while working through extraordinary increases in visa demand in key countries, including a 50 percent increase in China. Adjudications of NIV applications grew by more than 86 percent from FY 2009 to FY 2015. Even with this growth, in FY 2015, more than 92.5 percent of applicants worldwide, on average, were interviewed within three weeks of submitting their applications, a significant change from 70 percent in early FY 2012.

The “Excellence in Consular Service Delivery” goal provides additional benefits toward the achievement of the Department’s goals. In calendar year (CY) 2014, the Department’s efforts facilitated the travel of 75 million visitors to the United States, who, according to the Department of Commerce’s 2014 United States Travel and Tourism Statistics, spent \$220.6 billion, an average of almost \$3,000 per visitor. International travel supported an estimated 1.1 million jobs in the United States. In addition to the economic benefits, the visa adjudication process puts the Department on the front line of U.S. border security, as consular staff vet individuals who seek to travel to the United States.

Performance Goal Progress Update

The Department effectively distributed passport applications across the network of passport agencies and centers to ensure that resources were fully employed and customer service timeframes were met. The Department’s analysis of workload ensured timely passport application adjudication in the highest demand months.

The Department continued to exceed the goal of 80 percent of NIV applicants receiving appointments in three weeks or less through actively shifting staff resources toward posts facing workload surges, as well as implementing efficiencies and process improvements at overseas posts.

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

	FY 2013	FY 2014	FY 2015
Target	99%	99%	99%
Result	99%	99%	99.7%

Indicator Analysis

To meet passport demand, the Department distributed applications across the network of passport agencies and centers to ensure that resources were fully employed and customer service timeframes were met. The continuous analysis of workload and judicious use of overtime ensured the timely processing of passport applications in the highest demand months, which occur in quarters two and three. The Department is creating a mechanism to process renewal applications online, reducing the level of effort required to issue passport renewals. In FY 2012, the Department successfully launched an online passport card pilot program, testing its



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ability to securely process passport card applications online from U.S. citizens who already had valid passport books. Under the ConsularOne initiative, the Department will use the lessons learned in the pilot to offer improved electronic transactions for passport book and passport card renewals.

Indicator Methodology

Data source: CA generates reports out of its management information system of record in order to determine if we are meeting our customer service expectations posted on travel.state.gov. The reports track the total number of days an application takes to complete, including processing times.

Data quality: There are no known data limitations and the reports are automatically generated based on workload data from passport processing systems. The reports are checked for completeness and compared to prior reports for trend analysis.

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

	FY 2012	FY 2013	FY 2014	FY 2015
Target	80%	80%	80%	80%
Result	80%	90%	94%	92.5%

Indicator Analysis

The demand for NIV appointments can fluctuate both seasonally and on an ad hoc basis, affecting the ability of a consular section at post to maintain three-week appointment availability for 80 percent of visa applicants. The economic, political, or security situation in a given country also has the potential to significantly affect the number of visa applicants. A more robust economy can lead to greater demand for visas, as can political instability. Events beyond the Department's control, including natural disasters and political upheaval, may also impact the workload of consular sections in a particular country or region. Examples include the closures of Embassies Damascus (2012) and Sanaa (February 2015), as well as the limitation of NIV services in Baghdad (2014).

To meet visa demand, the Department reviews embassy and consulate consular staffing on an annual basis to best align personnel with workload. In addition, the Department implements alternative staffing strategies, such as Limited Non-Career Appointments, to address staffing challenges. Additional efforts include expanding or reconfiguring the physical space in consular sections to increase capacity, upgrading to more modern systems and technology, standardizing many visa application processes via the Global Support Strategy, and implementing an Interview Waiver Program that allows consular officers to waive in-person interviews for certain renewal applicants who meet all biometric requirements.



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Indicator Methodology

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Performance Goal 5.1.2 (Agency Priority Goal): USAID Procurement Reform

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

Note: USAID agreed with the Office of Management and Budget (OMB) not to carry forward the Procurement Reform APG for FY 2016-2017. Procurement reform continues to be an Agency priority, and USAID will continue to report progress on Performance Goal metrics in the FY 2016 Annual Performance Report and FY 2018 Annual Performance Plan.

Performance Goal Overview

To support the USAID Forward reforms, USAID is focused on streamlining the procurement process, building new partnerships, and institutionalizing the Agency's USAID Forward reforms.

USAID is committed to working with local actors and is tailoring its approach to doing business accordingly. The Agency's Local Solutions initiative will focus on the following:

- Convening USAID partners from across local organizations, such as governments, civil society, the private sector, donors, and implementing resource partners, to identify development challenges;
- Connecting these stakeholders with innovative products, processes, or policies to address these challenges; and



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- Contextualizing and scaling up these solutions within local systems

By doing the above, the Agency will support sustainable development results and allow cooperative and mutually accountable relationships to grow. These relationships between USAID and partner country stakeholders are critical to the development of resilient societies that can deliver results to their citizens.

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

By expanding opportunities for U.S. small businesses, the Agency energizes the U.S. economy and leverage a greater diversity of experience and expertise in the Agency's development objectives. U.S. small businesses make up a majority of U.S. businesses, and USAID partners with these businesses to increase innovation and provide new approaches to the Agency's programs.

Performance Goal Progress Update

The Agency continues to strive to improve the way it does business, modernizing the way it does development and enhancing efficiency and effectiveness. USAID's indicators for this performance goal provide a snap shot of these processes as they relate to procurement reform.

In order to reduce PALT by 40 percent by the end of FY 2017, in FY 2015 USAID continued to institute a number of changes and best practices to manage PALT better. This includes: 1) creating and using more acquisition and assistance templates; 2) sequestering technical evaluation panels; 3) engaging procurement staff early in the planning process; 4) utilizing collaborative technology; and 5) reducing the complexity and number of evaluation criteria. In addition, USAID developed an innovative, cross-functional approach to manage the acquisition process for large Global Health (GH) supply chain awards. As a result, the Agency reduced the average PALT for the four GH supply chain awards to an average of 387 calendar days, which is a 25 percent reduction from the 2009 baseline. The FY 2015 three-year average PALT for Washington Acquisition was 456 calendar days. This is an 11 percent reduction compared to the FY 2009 baseline of 513 calendar days. USAID has undertaken a number of measures and adopted various best practices to reduce PALT, but are only now realizing their impacts. The Agency remains committed to achieving the 40 percent reduction, but believes it will not be realized until FY 2017.

USAID also focuses on increasing transparency and accountability for its awards. The Administrator reviews and clears all non-emergency awards worth \$75 million or greater. In FY 2015, the Administrator approved 30 awards worth nearly \$18 billion, 73 percent of which were acquisitions. In FY 2014, the Administrator approved 27 awards worth approximately \$8.9 billion, 73 percent of which were acquisitions.



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USAID has made tremendous progress completing its contractor performance assessment reports (CPARS), increasing from 11 percent in FY 2012 to 82 percent by the end of FY 2015. Over the past three fiscal years, USAID has made substantial efforts to meet the Office of Management and Budget's (OMB) ambitious CPARS target of 100 percent by the end of FY 2015. The Agency considers past performance reporting a top priority and works closely with Agency bureaus, missions, and independent offices to ensure completion. Despite this focus, some of the factors that contributed to USAID not meeting the target include: 1) A persistent backlog of assessments for older awards; and 2) Competing demands on the contracting workforce during FY 2015 quarter four, the busiest time for Contracting Officers.

Last year, USAID surpassed its target for obligating prime contract acquisition dollars to U.S. small businesses worldwide. Because of this, the Agency increased the target from 9 percent to 10 percent for FY 2015. Based on prior years' performance data, the majority of the obligation actions occur in the final quarter of the fiscal year. USAID obligated about 36 percent of total prime contract dollars and 45 percent of small business prime dollars in the last quarter of FY 2015. Comparatively, the Agency obligated 42 percent of total prime contract dollars and 62 percent of small business prime contract dollars during the fourth quarter of FY 2014. However, in FY 2015, USAID barely missed its target, achieving 9.3 percent. This was due to the fact that USAID obligated \$1 billion more overall in FY 2015 than FY 2014, while obligating a similar level of funds to U.S. small businesses.

USAID did not reach its Contracting Officer fill rate target of 94 percent by the end of FY 2015. However, the fill rate increased from 76 percent in FY 2015 quarter three to nearly 85 percent in quarter four. Normally, this rate declines during the final quarter of the fiscal year because many Foreign Service Officers transfer between missions and are not at their new posts yet or are in language training when USAID pulls the data. This contributed to USAID not meeting its quarterly target. The Agency expects its fill rate to recover in the first couple of quarters of FY 2016, as it has traditionally.

Key Indicator: Procurement Administrative Lead Time (PALT) for Washington Acquisitions in calendar days

	FY 2014	FY 2015
Target	268	268
Result	517	456

Indicator Analysis

USAID has taken the following steps to promote procurement efficiency and effectiveness to help reach its target:

- Established a mentoring program for contracting professionals;



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- Provided monthly reports to USAID leadership to enable them to better hold staff accountable for compliance;
- Developed additional procurement trainings and templates;
- Instituted an accountability review for complex awards;
- Continued to hire additional contracting personnel to effectively manage the procurement workload;
- Streamlined the number of PALT milestones in the Agency’s electronic procurement system, Global Acquisition and Assistance System (GLAAS);
- Instituted mandatory scanning and storage of all award documentation in the Agency Secure Image and Storage Tracking system for immediate, worldwide access;
- Required milestone plans as part of the submissions to the Contract Review Board for awards \$25 million and above; and
- Streamlined procurement planning.

Indicator Methodology

USAID calculates PALT using data from GLAAS, and the memoranda of negotiation (hard copy) for each award. The Agency averages the number of calendar days for each award, then submits the full milestone plan and dates to the Bureau for Management for review, which provides a final quality check and approves the calculations.

USAID includes only full and open acquisition awards based in Washington worth \$25 million or above in the PALT indicator. These awards are the most complex and tend to take a longer period of time to complete. The sample pool is small; consequently, PALT can vary widely from year to year. To adjust for these variations, USAID reports a three-year average for each year.

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

	FY 2014	FY 2015
Target	USAID does not establish public interim targets	30%
Result	16.9%	Data is not available for this reporting cycle



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Indicator Analysis

USAID partners directly with local governments, the private sector, civil society, and academia to ensure that local systems own, resource, and sustain the development results in which it invests. The global average of mission funds programmed through local systems increased from 9.6 percent in FY 2010 to 16.9 percent in FY 2014. The Agency's leveling on this metric is a result of a decrease in the overall levels of direct obligations in Afghanistan and the limited absorptive capacity of local governments in Pakistan. Excluding these countries, USAID continues to increase direct obligations from 12.3 percent in FY 2013 to 14.8 percent in FY 2014. Since 2010, the amount of funding has been doubled from \$381 million to \$862 million in FY 2014 provided to local civil society and private sector organizations.

FY 2015 data for this indicator will be available in May 2016.

Indicator Methodology

USAID collects data for this indicator using Phoenix, the Agency's corporate financial management system. USAID collects data from a consistent set of 79 missions overseas. Missions, regional bureaus, and Local Solutions subject matter experts subsequently review and verify the data.

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

	FY 2014	FY 2015
Target	80%	100%
Result	59%	82%

Indicator Analysis

Performance evaluations are important both for USAID as well as for partnering organizations. For the Agency, these evaluations serve as a means of identifying high-quality contractors prior to making awards and also holding contractors accountable to contract requirements once work has begun. For partners, past performance evaluations serve as an incentive to meet and even exceed expectations as excellent performance usually attracts future business opportunities. These evaluations can also lead to improved communication and business relations throughout the duration of an award.

Bringing contractor performance reports current makes the vendor selection process more efficient, thus reducing the time to make an award. In FY 2015, USAID took the following steps to improve its compliance rate:

- Communicating with mission directors and senior leaders in Washington quarterly on past performance progress;



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- Publishing new best practices in its policy guidance which advises the contracting workforce to address past performance reporting in the post-award orientation meeting; regularly document contractor performance throughout the evaluation period; and provide contractors with appropriate and timely feedback during a given period of performance;
- Providing online CPARS training that educates staff on policies and regulations, past performance reporting workflow, and system navigation;
- Providing a CPARS workshop focused on writing contractor performance narratives;
- Updating CPARS guidance and templates;
- Instructing contracting personnel to keep a log of contractor performance for when an official assessment report is required, and entering these notes into CPARS on a quarterly basis;
- Providing “Focused Engagement Days” for global staff to devote all their attention to bringing all past performance reports current, and providing one-on-one technical support; and
- Providing monthly reports to Agency leadership to enable them to hold staff accountable for compliance.

The Agency continues to strive to increase CPARS to 100 percent.

Indicator Methodology

Contracting personnel are required to enter performance reports into CPARS when applicable for the contract. USAID generates the CPARS compliance rate from PPIRS, and reports the figures to Agency leadership at least quarterly.

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

	FY 2014	FY 2015
Target	6.5%	10%
Result	12.1%	9.3%

Indicator Analysis

Small businesses play a critical role as USAID works to achieve its mission of ending extreme poverty and promoting resilient democratic societies. Since the very beginning of USAID Forward, the Agency has been actively supporting and engaging missions and regional bureaus in increasing partnerships with U.S.-based small



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businesses. In FY 2015, the Agency obligated 9.3 percent of prime contract acquisition dollars to U.S. small businesses worldwide, narrowly missing its annual goal of 10 percent.

Small business training and outreach events (both domestic and overseas) correlate to stronger performance on this indicator. The Agency also holds meetings with senior leadership to plan and discuss procurement awards to ensure that the Agency meets its needs in the most effective, economical, and timely manner possible. These meetings provide an opportunity to highlight small business use and identify opportunities to expand their use. The Agency utilizes U.S. small businesses to build capacity of local organizations at some missions, and sees an opportunity to replicate this model in other countries in the future.

Indicator Methodology

USAID generates the data for this indicator from the Federal Procurement Data System. The Agency then aggregates the prime contract dollars of the U.S. small business acquisition dollars obligated in a fiscal year. (These small businesses must be identified as a small business in GLAAS.) USAID then divides this number by its total worldwide prime contract acquisition dollar obligations.

Key Indicator: Percent of Office of Acquisition and Assistance (M/OAA) contracting officer series 1102 (Civil Service) and BS 93 (Foreign Service) positions filled

	FY 2014	FY 2015
Target	91%	94%
Result	87.7%	84.6%

Indicator Analysis

The Contracting Officer fill rate peaked in FY 2015 quarter two, when it was 95 percent. The fill rate concluded FY 2015 at 84.6 percent, missing the target of 94 percent. This is due to several factors, the primary being many Foreign Service Officers (FSO) transfer missions during the summer months. Many FSOs are not at their new post yet, some are in language training, some new positions are unfilled, and some missions have staffing level changes.

The Agency continues to work hard to increase the Contracting Officer fill rate in FY 2016 by continuing the planning exercises that align staffing with priorities, including hiring additional Contracting Officers. Hiring additional staff in recent years has provided USAID with the necessary Contracting Officers to more effectively manage the workload and help reduce the amount of time it takes to make an award.



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Indicator Methodology

USAID calculates the Contracting Officer fill rate by dividing the number of filled positions by the total number of available positions. USAID tracks the Contracting Officer fill rate by referencing monthly Agency staffing patterns. USAID's Office of Human Capital and Talent Management maintains the staffing pattern for Civil Service (1102). USAID's procurement office updates its staffing pattern for Foreign Service contracting officers (BS-93), which is more complicated due to consistent movement of Foreign Service Officers.

Performance Goal 5.1.3: Stakeholder Collaboration and Audience Engagement

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

Performance Goal Overview

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

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

Performance Goal Progress Update

As the Department's lead public diplomacy communications bureau, the Bureau of International Information Programs (IIP) adopted a new strategy in FY 2014 to create and distribute content in a digital-first format, making it findable and shareable across a wide variety of platforms. Since then, the bureau has been able to grow its digital presence enabling the Department to communicate foreign policy messages far beyond the reach of traditional media. The content is comprised of high-quality multimedia and written pieces and is centered on our key U.S. foreign policy priorities. In addition to our premier digital platform, Share.America.gov, IIP has also stood up sites around key foreign policy campaigns such as the Young African Leaders Initiative (YALI) and climate change. By shifting to a digital-first model engagements have increased drastically over the past 18 months. As a result, the FY 2016 and FY 2017 targets have been updated accordingly.



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USAID plays a leading role in ensuring the U.S. Government meets its commitments under the International Aid Transparency Initiative (IATI) to publish up-to-date information in a common, open format. Fulfilling the commitment from its Open Government Plan 3.0, in July 2015 the Agency published a multiphase cost management plan (CMP) to improve USAID’s reporting to IATI. After USAID implemented Phase One of the CMP, the Agency’s score in Publish What You Fund’s 2015 U.S. Aid Transparency Review increased more than 20 points and moved USAID from the “Fair” to “Good” category. USAID also made the most progress of all U.S. agencies.

USAID issued its first ever open data policy (ADS 579 – USAID Development Data) on October 1, 2014, and all USAID grants, contracts, and cooperative agreements now require implementing partners to submit datasets created under their awards directly to the Development Data Library (DDL) at www.usaid.gov/data. The DDL also provides a mechanism for domestic and foreign publics to engage with USAID about its public data, and the Agency makes its data available to the public in formats easily readable by computers. In accordance with this policy, USAID established an Information Governance Committee to oversee data management practices and to ensure the Agency speaks with one voice as it advances its open data efforts. Since releasing the policy, the Agency’s open data team has briefed over 113 USAID data stewards across 96 operating units worldwide. The Open Data team conducted 17 internal briefings with USAID staff, and responded to over 85 inquiries from the public. OMB recognized USAID’s open data efforts in 2015 as a “model of best practices.” Thanks to these efforts, USAID is 100 percent compliant in all eight metrics related to the Open Data Cross-Agency Priority Goal. This represents a significant step in improving and enhancing stakeholder collaboration and audience engagement. It also complements the existing qualitative foreign assistance resources available on the DEC.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	417,804	459,584	1,257,747	1,320,635
Result	379,822	826,314	1,197,855		

Indicator Analysis

FY 2015 showed a dramatic increase in repeat users of IIP’s digital properties. The data reflects the fact that the Department of State’s digital-first approach is working as messaging regarding foreign policy is reaching a much larger audience. In FY 2015, IIP continued to utilize processes for data analytics to inform editorial decisions and content creation allowing IIP to create content that is user-centric with messaging that resonates with target audiences. IIP not only met the FY 2015 target, but also experienced a 45 percent increase in repeat users with a final tally of over one million. As a result, FY 2016 and 2017 targets have been updated to reflect the increases.



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Indicator Methodology

Data source: Data is collected via Google Analytics reporting for each of IIP's digital outreach platforms.

Data quality: While this data shows the number of repeat visitors to IIP's digital public diplomacy content, challenges still exist with respect to analyzing usage and reach.

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

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	80%	75%	80%	99%
Result	67%	79%	53%*		

* FY 2015 results are preliminary based on data collected as of January 2016.

Indicator Analysis

Preliminary reporting indicates that at least 236 evaluations were completed in FY 2015, and that 125 reports, or 53 percent, are available online at USAID's Development Experience Clearinghouse (DEC) at <http://dec.usaid.gov> as of January 8, 2016 and many more are expected to be posted online in the coming months. This compares well to this time last year when only 38 percent of FY2014 evaluations were available online as of January 2015. Thirty-eight percent were reported in last year's report as the actual at that time. For FY 2014, once data was finalized and validated in the Evaluation Registry, in fact 79 percent of evaluations were published online as of April 2015, with likely more added to the DEC after that date.

Indicator Methodology

Data Source: USAID operating units that report in the Evaluation Registry of the annual Performance Plan and Report (PPR) and upload reports to the DEC. The data was then compiled and reviewed by USAID headquarters staff.

Numerator (number of completed evaluations): Self-reported by USAID Operating Units (OUs) each year in the Evaluation Registry of the PPR. That number is then reviewed with some entries being excluded based on errors.

Denominator (number of completed evaluations submitted to the DEC): Self-reported by USAID OUs each year in the Evaluation Registry of the PPR. Each evaluation entry has a field where the link to the report on the DEC should be provided. Those entries with a link are counted; those entries without a link are not counted.

Data Quality: Limitations include (1) a time lag in the data since it comes from the previous year's PPR, and (2) reporting errors or under-reporting by Missions. In addition, FY 2015 results are preliminary based on data collected as of January 2016 which will be reviewed and validated by April 2016.



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Key Indicator: Number of data sets added to [usaid.gov/data](http://www.usaid.gov/data)

	FY 2014	FY 2015	FY 2016	FY 2017
Target	200	20	20	20
Result	77	99		

Indicator Analysis

USAID set its target of adding 200 datasets in FY 2014 anticipating it would list the data from each country receiving USAID assistance as noted on ForeignAssistance.gov (FA.gov) as a distinct dataset. At the request of the Office of Management and Budget, USAID consolidated the FA.gov listings into a single data set, which reduced the total dataset count in FY 2014. However, USAID increased its dataset count in FY 2015 by 99, which greatly surpassed its target of 20 datasets. Owners are submitting their datasets more frequently and from a broader set of operating units across the Agency.

Per USAID policy, all USAID awards require implementing partners to submit datasets directly to the DDL (www.usaid.gov/data). The number of datasets submitted (and ultimately posted for public use) will gradually increase over the coming years, once awards have had time to generate and validate data. The pace at which USAID adds datasets will also increase gradually as USAID replaces manual clearance procedures with automated business processes.

Indicator Methodology

Users can ascertain the total number of datasets available to the public via the DDL website at www.usaid.gov/data. USAID staff also maintains a roster of all datasets as they pass through a rigorous clearance process. This roster includes a record of the publication date for each dataset. USAID derives the total number of datasets added to www.usaid.gov/data annually (or for any other time period) from the publication date in this roster.

USAID's submission form for the DDL offers submitters the opportunity to record any known issues with the quality of the data. USAID also makes this information available to the public once it publishes the dataset itself. Once implementing partners submit datasets, USAID staff also perform a quality check to ensure data are in machine-readable, non-proprietary formats, and are accompanied by descriptive documentation such as codebooks or data dictionaries.



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Performance Goal 5.1.4: Human Capital Management and Business Process Improvement

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

Performance Goal Overview

Diversity, included in the Quadrennial Diplomacy and Development Review and the Bureau of Human Resources (HR) Functional Bureau Strategy, remains a priority goal for the Department.

To help guide our efforts through FY 2017, HR and the Office of Civil Rights are updating the Department's Diversity and Inclusion Strategic Plan. The plan, together with our extensive workforce planning and analysis of the results of the Employee Viewpoint Survey, will move the Department toward achieving its goal of representing every face and every corner of our diverse nation, while promoting fairness and transparency and maximizing performance to meet the challenges of 21st century diplomacy.

Foreign language proficiency is one of the Department's strengths, central to meeting our national security objectives. To fulfill those objectives, the Department has strategically grown language-designated positions, recruited for specific languages, introduced advanced training for certain languages/positions, and continues to develop methods to improve the maintenance of language skills – all with the goal of ensuring that employees arrive at their assignment on-time, with the required foreign language skills.

Performance Goal Progress Update

Proficiency in languages such as Arabic and Chinese, among others, is required to conduct outreach to foreign audiences, negotiate and consult with foreign governments, and effectively assist American citizens at embassies and consulates around the world. In FY 2015, the Department held its baseline, but fell short of its 78 percent Language Designated Position (LDP) fill rate target – falling one percentage point from FY 2014 from 77 to 76 percent.

Key Indicator: Percent of Language Designated Positions (LDPs) filled by employees who meet or exceed the language requirements

	FY 2011	FY 2012	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	N/A	77%	78%	79%	80%
Result	72%	74%	76%	77%	76%		



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Indicator Analysis

The Department continues to focus on making progress towards the Language Designated Position (LDP) fill rate targets. Maintaining progress in filling LDPs with qualified officers is contingent upon resources that allow the Department to hire at or above attrition, and to provide short and long-term language training. Actions include the development of a separate and earlier assignment cycle for priority posts, strategic use of limited non-career employees, and increased availability of language training, a result of FY 2010 and FY 2011 hiring.

The assignment cycle and greater access to short and long term training have contributed to better matching between assignments and officers. Additionally, strategic hiring and the use of Limited Non-career Appointments (LNAs) to fill the rapidly growing number of Consular LDPs at posts in Brazil, China, Mexico, and Latin American countries have also helped to fill key positions.

When officers leave the Foreign Service, they take their language and tradecraft skills; thus, it is important that the Department has a cadre of trained officers who can succeed retiring/exiting officers. Sustaining this cadre of well-trained officers is dependent upon resources, the ability to hire new officers, and to offer more opportunities for short and long-term language training without creating vacancies abroad. For FY 2015, the Foreign Service attrition rate was about four percent.

Indicator Methodology

Due to the timing of the Foreign Service assignment cycle, the most complete picture of LDP fill rates falls in the second quarter of the fiscal year (due to Foreign Service personnel transitioning between posts and positions at certain times of the year, especially during the summer months). Therefore, this data represents the LDP fill rates for the second quarter (Q2) of FY 2015 (January to March).

Performance Goal 5.1.5: A Secure Diplomatic and Development Platform

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

Performance Goal Overview

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

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



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Ensuring that only the right people are allowed on the systems, coupled with an increasingly sophisticated cyber security infrastructure, means that the Department and USAID are able to carry out critical missions while maintaining essential security.

As the number and variety of the Department's activities continue to grow, the Department's ability to keep personnel safe from physical and virtual threats is a top priority. Since 2013, Congress has provided \$2.2 billion in security related capital funds, enabling the building of new, more secure facilities and mitigating risks in existing facilities.

The Department of State and USAID are striving to ensure that all personnel, whether they are diplomats, development professionals, security agents or family members, receive the right training at the right time so that everyone is a contributor to overall security.

Performance Goal Progress Update

USAID successfully responded to all of OMB's requirements under the OMB Cyber Sprint in FY 2015, after the Federal Government-wide security breach. Also, USAID has addressed requests for the Class Net Thin Client access which provide enhanced security for the Agency's sensitive data.

Key Indicator: Number of U.S. government employees overseas moved into secure, safe, and functional facilities

	FY 2013 Baseline	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	1,500	1,500	1,500	1,500
Result	2,290	1,439	2,485		

Indicator Analysis

The Bureau of Overseas Building Operations (OBO) achieved the FY 2015 target for the number of U.S. government employees overseas moved into secure, safe, and functional facilities. The FY 2015 result of 2,485 total people moved represents achieving the desired target. Setting target years in advance for construction projects are made with the understanding that final totals may be slightly above or below the target number.

New Embassy Compounds are constructed to meet the required building population as determined by various right-sizing exercises. New Embassy Compounds vary considerably in size and building population. The 1,500 target was based on a multi-year average and was deemed acceptable by all parties concerned.

Funding for the Capital Security Construction Program in future years is critical to the Department achieving these targets. With continued support, OBO anticipates meeting or exceeding established annual targets.



Strategic Goal 5: Modernize the Way We Do Diplomacy and Development

Indicator Methodology

Information is provided internally from OBO’s Office of Construction Management. Data is collected, monitored, and reported on a monthly basis to senior staff. There are no known data limitations or quality issues. Bureau offices review the data to track project milestones and project completions ensuring the accuracy of total people moved in the fiscal year.



Annex I: Summary of Key Performance Indicators

Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Strategic Goal 1: Strengthen America's Economic Reach and Positive Economic Impact							
The number of State Department high-level commercial advocacy efforts to support U.S. export of goods and services	24	28	35	34	58	40	48
The number of foreign students studying in the U.S.	819,644	860,626	886,052	903,657	974,926	948,840	996,282
Number of senior-level science and technology innovation dialogues with key foreign governments	8	9	10	10	12	13	14
Percent of U.S. Global Development Lab innovations/technologies that reach more than 1 million people	N/A	0%	0%	10%	1%	10%	10%
Percent of U.S. Global Development Lab innovations/technologies that reach more than 5 million people	N/A	1%	0%	1%	0%	1%	1%
Proportion of countries with focused resilience zones that have exhibited reduced depth of poverty rates within those zones	N/A	N/A	N/A	50%	100%	50%	75%
Number of farmers and others who have applied new technologies or management practices as a result of U.S. government assistance	N/A	7 million	6.8 million	8 million	8.5 million	8 million	8.5 million
Amount of Feed the Future funds disbursed since 2010	See Performance Goal 1.2.1 for Quarterly Result and Target Data						



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Percent of operating units using at least one Gender Empowerment and Female Equality indicator in their Foreign Assistance Performance Plan and Report (PPR)	N/A	30%	45%	40%	53%	50%	60%
Number of sex-disaggregated indicators where reporting demonstrating improvements toward equality in gender integration for food security programming	8	8	7	9	8	5	5
Number of people trained in disaster preparedness as a result of U.S. assistance	28,647	16,805	148,714	34,428	106,923	34,804	29,628
Number of communities and stakeholders involved in the development of plans, policies, and strategies related to hazard risk reduction	N/A	60	117	60	N/A	N/A	N/A
Strategic Goal 2: Strengthen America's Foreign Policy Impact on our Strategic Challenges							
Number of country programs that aim to decrease youth unemployment rates	7	7	7	7	7	7	7
MENA region Trade Accords and Protocols	N/A	At least one country participates in exploratory talks on trade and investment protocols.	3	At least two countries participate in exploratory talks on trade and investment protocols.	4	Hold negotiating rounds with at least three countries on trade and investment protocols.	Conclude at least three new trade and investment protocols.



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Percentage of participants in U.S.-funded APEC capacity building activities responding that they applied trade and investment liberalization practices	N/A	N/A	N/A	50%	82%	60%	65%
Percentage of participants in U.S.-funded APEC capacity building activities responding that laws, regulations or processes in their home economy were influenced by the trade and investment liberalization practices shared	N/A	N/A	N/A	3%	31%	5%	7%
Number of technical meetings held with U.S. government support among U.S. government and Asian counterparts to strengthen mutual cooperation	N/A	N/A	69	75	58	57	57
Percent of designated USAID focus countries in which foreign assistance resources are aligned with the U.S. National Action Plan (NAP) on Women, Peace and Security (WPS)	54%	65%	74%	75%	75%	80%	80%
Number of new groups or initiatives created through U.S. government funding with a mission related to resolving conflict or the drivers of conflict	12,733	14,296	10,849	492	1,619	2,082	296



Annex I: Summary of Key Performance Indicators

Indicator Title	FY2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Percent of U.S. gov't-declared international disasters responded to within 72 hours	N/A	95%	86%	95%	88%	95%	95%
Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity as a result of U.S. assistance	61,315,940	46,462,565	54,079,863	46,381,077	109,533,298	50,750,582	50,033,482
Percent of planned emergency food aid beneficiaries reached with U.S. assistance	90%	93%	90.86%	93%	83%	93%	93%
Percentage of refugees admitted to the U.S. against the regional ceilings established by Presidential determination	99.99%	100%	99.98%	100%	99.90%	100%	100%
Number of countries that have signed, received Board of Governors approval of, and/or brought into force NPT/IAEA Additional Protocols	9	3	3	3	3	2	2
Number of countries that have ratified the Amended Convention on the Physical Protection of Nuclear Material	12	7	13	3	8	3	2
Number of ballistic missile defense interceptors deployed as part of regional missile defense approaches	0	0	0	24	24	24	24
Amount of Chemical Weapons Convention prohibited schedule chemicals decreased around the globe (in MT)	56,247 MT	59,914 MT	59,400 MT	62,000 MT	64,437 MT	64,000 MT	66,000 MT



Annex I: Summary of Key Performance Indicators

Indicator Title	FY2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Number of countries with which the U.S. has signed agreements to strengthen the criminal justice system, or with the judicial, police, or corrections sector	N/A	40	72	40	41	40	40
Number of U.S. government-assisted courts with improved case management systems	1,344	917	1,256	339	409	297	170
Number of domestic non-governmental organizations engaged in monitoring or advocacy work on human rights receiving U.S. government support	914	777	1,001	920	1,253	604	292
Number of countries in which International Strategy for Cyberspace is implemented	18	22	27	28	42	38	50
Percentage of countries with professionals that have successfully completed specialized cybersecurity training	N/A	24%	44%	48%	68%	74%	100%
Prevalence of stunted children under five years of age	N/A	38.2%	37.7%	37.0%	35.7%	34.9%	34.1%
Prevalence of anemia among women of reproductive age	38.5%	37.9%	35.1%	37.4%	33.7%	32.8%	31.8%
Number of people gaining access to an improved sanitation facility	1,884,169	1,717,076	1,964,680	2,087,731	2,386,095	2,712,908	2,875,055
Number of people gaining access to an improved drinking water source.	3,131,707	3,266,609	4,014,312	4,226,216	3,625,637	3,987,554	4,037,653
First Birth under 18	22.5%	21.4%	23.3%	20.7%	21.96%	N/A	N/A



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Number of Neglected Tropical Disease (NTD) treatments delivered through U.S. government-funded programs	233.9 million	190 million	239.1 million	218 million	174.9 million	200 million	200 million
Case Notification rate in new sputum smear positive pulmonary TB cases per 100,000 populations nationally	129 per 100,000	131 per 100,000	131 per 100,000	133 per 100,000	138 per 100,000	134 per 100,000	135 per 100,000
Percent of registered TB cases that were cured and completed treatment (all forms) (treatment success rate)	87%	N/A	86%	87%	87%	88%	89%
Teenagers Who Have Begun Childbearing	N/A	N/A	N/A	N/A	18.8	18.0	17.2
Number of adults and children with advanced HIV infection receiving Antiretroviral Therapy (ART)	6.7 million	N/A	7.7 million	N/A	9.5 million	11.4 million	12.9 million
Number of HIV-positive pregnant women who received antiretrovirals to reduce risk of mother-to-child transmission	781,800	N/A	745,369	N/A	832,000	766,898	TBD
Number of males circumcised as part of the Voluntary Medical Male Circumcisions (VMMC) for HIV prevention program	2,230,075	N/A	2,242,267	N/A	2,573,000	11,000,000	13,000,000
Absolute change in under-five mortality rate	N/A	-2	-2.4	-2	-1.7	-1.5	-1.5
Absolute change in modern contraceptive prevalence rate	N/A	+1	+1	+1	+1.2	+1	+1
Percent of shipments of contraceptive commodities that are on time	See Performance Goal 2.5.2 for Quarterly Result and Target Data						



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Annual total number of people protected against malaria with insecticide treated nets	45,000,000	45,000,000	89,000,000	50,000,000	72,000,000	62,000,000	68,000,000
Absolute change in total percentage of births attended by a skilled doctor, nurse or midwife (skilled birth attendance in 24 maternal and child health-priority countries)	51.3%	52.4%	59.9%	53.4%	55.5%	+1	+1
Annual total percentage of children who received DPT3 by 12 months of age	60.4%	61.1%	74.5%	61.7%	80.0%	+0.5	+0.5
Strategic Goal 3: Promote the Transition to Low-emission, Climate-resilient World while Expanding Access to Sustainable Energy							
Number of officials and practitioners with strengthened capacity and knowledge through participation in the LEADS Global Partnership	See Performance Goal 3.1.1 for Quarterly Result and Target Data						
Number of major milestones achieved by partner countries as a result of U.S. assistance, each reflecting significant, measurable improvement in national frameworks for low emission development	N/A	10	9	30	30	42	57
Number of major milestones achieved by partner countries as a result of U.S. assistance, each reflecting significant, measurable improvement in LEADS implementation	N/A	4	6	15	16	27	43



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Number of countries in which U.S. government technical assistance for LEDS has been initiated	22	25	25	25	26	26	26
The number of U.S. diplomatic engagements with key institutions of global energy governance	30	35	34	37	43	40	42
Total of electricity traded through the regional power market in Central America, which has been a focus of U.S. policy and technical assistance engagements to increase power sector integration (in GWh)	506	961.8	1445.8	1600	1368.5	1500	1600
Total of electricity imported and exported through regional power pools or through bilateral agreements (in MWh)	N/A	N/A	8,300	10,350	N/A	15,500	20,200
Total of public and private funds (in USD) leveraged by U.S. government for energy projects	1.384 billion	1.489 billion	6.90 billion	1.5 billion	2.2 billion	4.8 billion	16.6 billion
Clean energy generation capacity installed or rehabilitated as a result of U.S. government assistance (in MW)	29	250	185	60	8.5	310	250
Number of new electric power connections as a result of U.S. government assistance	N/A	N/A	20,600	N/A	604,227	1,158,275	321,500
Number of MWs of U.S. government supported generation transactions that have achieved financial closure	N/A	4,999	4,147	5,493	770	3,078	5,983



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Strategic Goal 4: Protect Core U.S. Interests by Advancing Democracy and Human Rights and Strengthening Civil Society							
Number of executive oversight actions taken by legislature receiving U.S. assistance	359	75	254	181	81	84	63
Number of U.S.-supported activities designed to promote or strengthen the civic participation of women	359	231	106	181	221	73	59
Number of domestic election observers and/or party agents trained with U.S. assistance	41,302	27,984	28,892	14,600	40,398	20,397	4,400
Number of individuals/groups from low income or marginalized communities who received legal aid or victim's assistance with U.S. support	36,759	87,460	185,631	168,306	257,232	171,181	25,938
Number of target countries with new Fiscal Transparency Innovation Fund projects	16	1	13	9	10	9	9
Number of human rights defenders trained and supported	21,078	12,260	48,224	28,907	47,922	23,303	16,039
Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving U.S. government support	914	777	1,001	920	1,253	604	292



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Percent of defenders and CSOs receiving Rapid Response Fund assistance (Percent Receiving Assistance) able to carry out work and/or report positive safety or security impacts	N/A	70%	86%	75%	86%	85%	85%
Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence	56%	35%	30%	37%	35%	37%	37%
Number of anti-TIP policies, laws or international agreements strengthened with U.S. government assistance	24	24	24	24	20	24	24
Number of training and capacity-building activities conducted with U.S. government assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities	149	254	219	229	640	288	285
Percentage of priority atrocity prevention countries in which the Department of State and USAID are working to promote credible transitional justice and accountability mechanisms	N/A	100%	100%	100%	100%	100%	100%



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Number of people reached by a U.S.-funded intervention providing GBV services (e.g. health, legal, psycho-social counseling, shelters, hotlines, other)	800,634	782,967	2,515,862	830,033	11,836,729	756,522	750,903
Number of participants in the Young African Leaders Initiative	N/A	500	500	500	28,380	56,730	83,500
Number of meetings U.S. embassies in Open Government Partnership (OGP) countries convene between CSO OGP participants and CSO non-participants to broaden CSO participation in the OGP process	0	8	8	10	N/A	13	16
Percentage of under-30 foreign participants in U.S. government and private sector-sponsored international exchange programs	N/A	79%	79%	81%	82%	83%	85%
Number of individuals receiving voter and civic education through U.S. government-assisted programs	140,950,044	55,087,384	65,046,830	72,269,893	92,404,708	36,784,029	28,975,838
Number of Civil Society Organizations receiving U.S. assistance engaged in advocacy interventions	13,570	16,875	18,238	10,950	18,024	9,102	7,277
Strategic Goal 5: Modernize the Way we do Diplomacy and Development							
Percent of all passport applications processed within the targeted timeframe, as shown on the Department's website	99%	99%	99%	99%	99.7%	N/A (APG)	N/A (APG)



Annex I: Summary of Key Performance Indicators

Indicator Title	FY 2013 Results	FY 2014 Target	FY 2014 Results	FY 2015 Target	FY 2015 Results	FY 2016 Target	FY 2017 Target
Percent of all applicants interviewed worldwide within three weeks of the date of application	90%	80%	94%	80%	92.5%	N/A (APG)	N/A (APG)
Procurement Administrative Lead Time (PALT) for Washington Acquisitions in calendar days	N/A	268	517	268	456	N/A (APG)	N/A (APG)
Percentage of mission program funds implemented through local systems	N/A	N/A	16.9%	30%	Data is not available for this reporting cycle	N/A (APG)	N/A (APG)
Percent of contractor performance assessment reports (CPARS) completed in Past Performance Information Retrieval System (PPIRS)	N/A	80%	59%	100%	82%	N/A (APG)	N/A (APG)
Percent of prime contract acquisition dollars obligated to U.S. small businesses worldwide	N/A	6.5%	12.1%	10%	9.3%	N/A (APG)	N/A (APG)
Percent of Office of Acquisition and Assistance (M/OAA) contracting officer series 1102 (Civil Service) and BS 93 (Foreign Service) positions filled	N/A	91%	87.7%	94%	84.6%	N/A (APG)	N/A (APG)
Change in the number of repeat users of the Bureau of International Information Programs' (IIP) digital services, platforms and products	379,822	417,804	826,314	459,584	1,197,855	1,257,747	1,320,635
Percent of USAID-funded evaluations that are published online	67%	80%	79%	75%	53%	80%	99%
Number of data sets added to usaid.gov/data.	N/A	200	77	20	99	20	20



Annex II: Data Quality Assessments

DQAs are systematic reviews of data reported for each indicator based on the five data quality standards of: Validity, Reliability, Timeliness, Precision, and Integrity. A DQA is required for all results data reported in the PPR, including both standard and custom indicator data.

Recommendations for Conducting Data Quality Assessments

1. Data Quality (DQ) assessors should make sure that they understand the precise definition of the indicator by checking the Performance Indicator Reference Sheet. Please address any issues of ambiguity before the DQA is conducted.
2. DQ assessors should have a copy of the methodology for data collection in hand before assessing the indicator. For USAID Missions, this information should be in the PMP's Performance Indicator Reference Sheets for each indicator. Each indicator should have a written description of how the data being assessed are supposed to be collected.
3. Each implementing partner should have a copy of the method of data collection in their files and documented evidence that they are collecting the data according to the methodology.
4. DQ assessors should record the names and titles of all individuals involved in the assessment.
5. Does the implementing partner have documented evidence that they have verified the data that has been reported? Partners should be able to provide USAID with documents (process/person conducting the verification/field visit dates/persons met/activities visited, etc.) which demonstrates that they have verified the data that was reported. Note: Verification by the partners should be an ongoing process.
6. The DQ assessors should be able to review the implementing partner files/records against the methodology for data collection laid out in the PMP (for USAID Missions only). Any data quality concerns should be documented.
7. The DQ should include a summary of significant limitations found. A plan of action, including timelines and responsibilities, for addressing the limitations should be made.

See the optional DQA tool below that can be useful for documenting DQA findings.



Annex II: Data Quality Assessments

Data Quality Assessment Checklist and Recommended Procedures

This Data Quality Assessment (DQA) Checklist is provided as a recommended tool that an operating unit (OU) may use to complete its DQAs. If the OU prefers or has successfully used a different tool for conducting and documenting its DQAs in the past, it is free to continue the use of that tool instead. The checklist below is intended to assist in assessing each of the five aspects of data quality and provide a convenient manner in which to document the OU's DQA findings.

Operating Unit Name:	
Title of Performance Indicator: <i>[Indicator should be copied directly from the Performance Indicator Reference Sheet]</i>	
Linkage to Foreign Assistance Standardized Program Structure, if applicable (i.e. Program Area, Element, etc.):	
Result This Indicator Measures <i>[For USAID only]</i> (i.e., Specify the Development Objective, Intermediate Result, or Project Purpose, etc.):	
Data Source(s): <i>[Information can be copied directly from the Performance Indicator Reference Sheet]</i>	
Partner or Contractor Who Provided the Data: <i>[It is recommended that this checklist is completed for each partner that contributes data to an indicator– it should state in the contract or grant that it is the prime's responsibility to ensure the data quality of sub-contractors or sub grantees.]</i>	
Period for Which the Data Are Being Reported:	
Is This Indicator a Standard or Custom Indicator?	<input type="checkbox"/> Standard Foreign Assistance Indicator <input type="checkbox"/> Custom (created by the OU; not standard)
Data Quality Assessment methodology: <i>[Describe here or attach to this checklist the methods and procedures for assessing the quality of the indicator data. E.g. Reviewing data collection procedures and documentation, interviewing those responsible for data analysis, checking a sample of the data for errors, etc.]</i>	
Date(s) of Assessment:	
Assessment Team Members:	
USAID Mission/OU Verification of DQA Team Leader Officer approval X _____	



Annex II: Data Quality Assessments

		YES	NO	COMMENTS
VALIDITY – Data should clearly and adequately represent the intended result.				
1	Does the information collected measure what it is supposed to measure? (E.g. A valid measure of overall nutrition is healthy variation in diet; Age is not a valid measure of overall health.)			
2	Do results collected fall within a plausible range?			
3	Is there reasonable assurance that the data collection methods being used do not produce systematically biased data (e.g. consistently over- or under-counting)?			
4	Are sound research methods being used to collect the data?			
RELIABILITY – Data should reflect stable and consistent data collection processes and analysis methods over time.				
1	When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time? (E.g. A ruler used over and over always indicates the same length for an inch.)			
2	Are data collection and analysis methods documented in writing and being used to ensure the same procedures are followed each time?			
TIMELINESS – Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making.				
1	Are data available frequently enough to inform program management decisions?			
2	Are the data reported the most current practically available?			
3	Are the data reported as soon as possible after collection?			
PRECISION – Data have a sufficient level of detail to permit management decision making; e.g. the margin of error is less than the anticipated change.				
1	Is the margin of error less than the expected change being measured? (E.g. If a change of only 2% is expected and the margin of error in a survey used to collect the data is +/- 5%, then the tool is not precise enough to detect the change.)			
2	Has the margin of error been reported along with the data? (Only applicable to results obtained through statistical samples.)			

Annex II: Data Quality Assessments

3	Is the data collection method/tool being used to collect the data fine-tuned or exact enough to register the expected change? (E.g. A yardstick may not be a precise enough tool to measure a change of a few millimeters.)			
INTEGRITY – Data collected should have safeguards to minimize the risk of transcription error or data manipulation.				
1	Are procedures or safeguards in place to minimize data transcription errors?			
3	Is there independence in key data collection, management, and assessment procedures?			
3	Are mechanisms in place to prevent unauthorized changes to the data?			
SUMMARY				
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?				
Significance of limitations (if any):				
Actions needed to address limitations prior to the next DQA (given level of U.S. government control over data):				
IF NO DATA ARE AVAILABLE FOR THE INDICATOR		COMMENTS		
If no recent relevant data are available for this indicator, why not?				
What concrete actions are now being taken to collect and report these data as soon as possible?				
When will data be reported?				