

United States Department of State
United States Agency for International Development

Fiscal Year (FY) 2020 Annual Performance Report



Table of Contents

| | |
|--|----|
| Department of State and USAID Overview | 6 |
| Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems | 19 |
| Performance Goal 1.1.1: Strengthen Global Arms Control/Non-Proliferation Regime | 20 |
| Performance Goal 1.1.2: Counter WMD and Ballistic Missile Proliferation..... | 21 |
| Strategic Objective 1.2: Defeat ISIS, al-Qa’ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national-security interests | 23 |
| Performance Goal 1.2.1: Contribute to the Defeat of ISIS..... | 24 |
| Performance Goal 1.2.2: Preventing and Countering Violent Extremism (P/CVE)..... | 27 |
| Performance Goal 1.2.3: Counter Messaging | 28 |
| Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law. | 29 |
| Performance Goal 1.3.1: Addressing Fragility, Instability, and Conflict..... | 30 |
| Performance Goal 1.3.2: Open/Accountable Government | 33 |
| Performance Goal 1.3.3: Transnational Crime | 35 |
| Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors | 38 |
| Performance Goal 1.4.1: Securing Cyberspace | 40 |
| Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad | 41 |
| Performance Goal 1.5.1: Engaging Partner Nations | 43 |
| Performance Goal 1.5.2: Protect the Security of U.S. Citizens through Timely Dissemination of Information | 44 |
| Performance Goal 1.5.3: Excellence in Passport Services Delivery..... | 47 |
| Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation | 48 |

| | |
|---|----|
| Performance Goal 2.1.1: Supporting the Export of U.S. Goods and Services | 49 |
| Performance Goal 2.1.2: Increasing U.S. Digital Exports | 51 |
| Performance Goal 2.1.3: Science, Technology, and Innovation..... | 52 |
| Strategic Objective 2.2: Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets, and support U.S. prosperity and security objectives | 54 |
| Performance Goal 2.2.1 (Agency Priority Goal): Resilience and Food Security | 56 |
| Performance Goal 2.2.2: Gender Equality and Women’s Empowerment..... | 61 |
| Performance Goal 2.2.3: Gender-Based Violence | 63 |
| Performance Goal 2.2.4: Improved Learning in Primary Grades | 65 |
| Performance Goal 2.2.5: Supporting Growth of Private Firms | 67 |
| Performance Goal 2.2.6: Sustainable Environmental Practices | 68 |
| Strategic Objective 2.3: Advance U.S. economic security by promoting market-oriented economic and governance reforms, combating corruption, and ensuring energy security. | 72 |
| Performance Goal 2.3.1: Increased Energy Exports, Security, and Access | 73 |
| Performance Goal 2.3.2: Prevent and Combat Corruption..... | 77 |
| Performance Goal 2.3.3: Improve Fiscal Transparency..... | 79 |
| Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners | 80 |
| Performance Goal 3.1.1: Country-Level Self-Reliance | 81 |
| Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing | 82 |
| Performance Goal 3.2.1: Multilateral Engagement..... | 83 |
| Performance Goal 3.2.2: Burden Sharing in Humanitarian Funding..... | 84 |
| Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion | 85 |
| Performance Goal 3.3.1: Increased Collaboration | 87 |
| Performance Goal 3.3.2: Favorability of Foreign Publics..... | 89 |

| | |
|---|-----|
| Performance Goal 3.3.3 (Agency Priority Goal): Private-Sector Engagement | 91 |
| Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief | 94 |
| Performance Goal 3.4.1 (Agency Priority Goal): Maternal and Child Health | 95 |
| Performance Goal 3.4.2 (Agency Priority Goal): HIV/AIDS | 101 |
| Performance Goal 3.4.3: Prevent and Respond to Gender-Based Violence in Humanitarian Responses (State) | 109 |
| Performance Goal 3.4.4: Prevent and Respond to Gender-Based Violence (USAID) | 109 |
| Performance Goal 3.4.5: Timely Humanitarian Response | 111 |
| Performance Goal 3.4.6: Humanitarian Assistance | 112 |
| Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments | 113 |
| Performance Goal 4.1.1: Increase the Use of Evidence to Inform Decisions | 114 |
| Performance Goal 4.1.2: Engagement with Local Partners..... | 116 |
| Performance Goal 4.1.3 (Agency Priority Goal): Effective Partnering and Procurement Reform (EPPR)..... | 117 |
| Performance Goal 4.1.4 (Agency Priority Goal): Category Management | 124 |
| Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development | 127 |
| Performance Goal 4.2.1: Improved Capacity to Manage Development and International Assistance | 128 |
| Performance Goal 4.2.2: Expand and Leverage Logistics Analytics Capabilities | 132 |
| Performance Goal 4.2.3: Implement key elements of the Federal Information Technology Acquisition Reform Act (FITARA).... | 133 |
| Performance Goal 4.2.4 (Agency Priority Goal): IT Modernization | 135 |
| Performance Goal 4.2.5 (Agency Priority Goal): Data Informed Diplomacy..... | 142 |
| Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively | 147 |
| Performance Goal 4.3.2: GSA’s Customer Satisfaction Survey Human Capital Function | 149 |
| Performance Goal 4.3.3: OPM’s Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) Score | 150 |

| | |
|--|-----|
| Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets | 151 |
| Performance Goal 4.4.1: Post Security Program Review..... | 152 |
| Performance Goal 4.4.2: People Moved into Safer and More Secure Facilities | 153 |
| Performance Goal 4.4.3: Improve USAID Office Space Safety and Efficiency through Consolidation | 154 |
| Performance Goal 4.4.4 (Agency Priority Goal): Enhancing Security Monitoring Solutions | 156 |
| Annex 1: Indicator Methodology | 158 |
| Strategic Goal 1 | 158 |
| Strategic Goal 2 | 165 |
| Strategic Goal 3 | 170 |
| Strategic Goal 4 | 178 |

Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2020 Annual Performance Report (APR) for the Department of State (State or the Department) and the U.S. Agency for International Development (USAID) presents State and USAID progress toward achieving the strategic objectives, Agency Priority Goals (APG), and performance goals (PGs) articulated in the FY 2018-2022 State-USAID Joint Strategic Plan (JSP).

To ensure responsible and efficient stewardship of funds, State and USAID implement planning and performance management policies and practices aligned with legislation, including the Foreign Aid Transparency and Accountability Act of 2016 (FATAA), the Program Management Improvement Accountability Act of 2016 (PMIAA), the Foundations for Evidence-Based Policymaking Act of 2018 (the Evidence Act), and the Government Performance and Results Act Modernization Act (GPRAMA), and are based on industry best practices. In addition, State and USAID coordinate initiatives in strategic planning and performance management at the Agency, Bureau, and country levels to promote efficiency and effectiveness.

For further information on the Department's or Agency's approach to strategic planning and performance management, use of evidence, and programs, please visit www.performance.gov/state, <https://www.state.gov/foreign-assistance-resource-library/> or <https://www.usaid.gov/results-and-data/planning>, or Annexes 1 and 2 of the FY 2021 Congressional Budget Justification at <https://www.state.gov/fy-2021-international-affairs-budget/>.

Organizational Background

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 Secretary of State is the President's principal foreign policy advisor and implements the President's foreign policy worldwide through the Department and its employees.

As the U.S. Government's lead international development and humanitarian-assistance agency, USAID helps societies realize their full potential on their [Journeys to Self-Reliance](#) (J2SR). USAID plans its development and assistance programs in coordination with

the Department of State and collaborates with other U.S. Government Departments and Agencies, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs). The President appoints the Secretary of State and the USAID Administrator, and the Senate confirms them.

Information on the organizational structure of the Department of State and USAID can be found at www.state.gov/r/pa/ei/rls/dos/99484.htm and www.usaid.gov/who-we-are/organization, respectively.

Mission Statement, Strategic Goals, and Objectives

Department of State Mission Statement

On behalf of the American people, we promote and demonstrate democratic values and advance a free, peaceful, and prosperous world.

The U.S. Department of State leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.

USAID Mission Statement

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world.

In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

The following chart provides an overview of the Department of State and USAID Joint Strategic Goals and Objectives. The complete JSP can be found at: <https://www.state.gov/joint-strategic-plan/>.

| Goal 1: Protect America’s Security at Home and Abroad | | | | |
|--|---|---|---|---|
| 1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems | 1.2: Defeat ISIS, al-Qa’ida and other Transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests | 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law | 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors | 1.5: Strengthen U.S. border security and protect U.S. citizens abroad |
| Goal 2: Renew America’s Competitive Advantage for Sustained Economic Growth and Job Creation | | | | |
| 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation | | 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives | 2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms | |
| Goal 3: Promote American Leadership through Balanced Engagement | | | | |
| 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners | 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing | 3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion | 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief. | |
| Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer | | | | |
| 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments | 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development | 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively | 4.4: Strengthen security and safety of workforce and physical assets | |

Strategic Review Summary of Progress

State and USAID each held internal Strategic Review meetings in FY 2020 and provided the Office of Management and Budget (OMB) with a Summary of Findings. In addition to the annual Strategic Review meetings, the Department of State and USAID continually review performance progress against the Joint Strategic Plan's 16 strategic objectives in a variety of complementary fora throughout the year, and thereby leverage planning, performance, evaluation, and budgeting processes to strengthen the use of data and evidence to inform decisions. Cumulatively, the reviews foster a culture of continuous performance improvement.

After reviewing performance by each strategic objective and considering factors such as the APP/APR indicator results and other priorities, State and USAID designated the strategic objectives as an area of Noteworthy Progress, Focus Area for Improvement, or Progress on Track.

Quality and Validation of Data

The Department of State and USAID obtain and use performance data from three sources: (1) direct data collected by the Department or USAID, or by an entity funded by the Department or USAID; (2) data compiled by State and USAID implementing partners in the field; and, (3) third-party data from sources such as other Federal Government Departments and Agencies, non-governmental organizations (NGOs), or other development organizations. To ensure the quality of evidence from a performance-monitoring system is sufficient for decision-making, Bureaus and field offices use an assurance checklist to assess these five standards of data-quality: validity, integrity, precision, reliability, and timeliness.

All performance indicators reported in the APR have associated Indicator Reference Sheets that fully define the indicator, including its data source, known limitations, and use of the indicator data to ensure consistency among all who report data on the indicator. For Foreign Assistance performance indicators, Data-Quality Assessments (DQAs) are required within 12 months prior to the indicator being reported, and then must be conducted at least every three years thereafter. Furthermore, State and USAID annually review the accuracy, completeness, and utilization of all indicator data submitted by the field, and continuously make adaptations to their systems and processes based on what is learned from these reviews. State and USAID have documented substantial improvements in the quality and completeness of data as a result of the annual review process.

Because of the nature of State and USAID’s data-reporting processes and timelines this year, some indicator data are not final until the second quarter of the Fiscal Year. State and USAID will report complete data for FY 2020 in the 2021 Annual Performance Report.

For each key performance indicator in the APR, there is an associated Indicator Methodology section (Annex 1) that notes the source and any limitations of the data.

Federal Cross-Agency Priority Goals

Consistent with the GPRA Modernization Act’s requirement to address Cross-Agency Priority (CAP) Goals in the agency strategic plan and the APP/APR, please refer to www.Performance.gov for State and USAID’s contributions to these goals and progress, where applicable. In addition, State and USAID will continue to provide updated metrics directly to Goal Leaders, the Office of Management of Budget (OMB), government-wide councils, and the President’s Management Council. State and USAID have contributed to the following CAP Goals in FY 2020:

CAP Goal 1: IT Modernization (State and USAID)

- The Department of State continued to focus on the IT Modernization Plan (ITMP), which includes modernization of legacy systems and redesign initiatives, and the modernization of governance processes. In FY 2020 the Department established a technology baseline for overseas posts and significantly increased the ability for diplomats to work collaboratively and remotely by enabling remote access to the Microsoft O365 cloud and applications. As a result, 100 percent of Department's employees and contractors possess the capability to access email and other Department applications remotely, thereby enabling the Department to maintain continued operations during the pandemic of COVID-19.
- In FY 2020, USAID continued to build and maintain more modern, secure, and resilient IT to enhance the delivery and productivity of programs. The Agency did this by increasing IT support for mandatory telework requirements during the pandemic of COVID-19, improving outcomes through greater transparency in IT spending, and starting the global rollout of the Development Information Solution, a web-based Agency-wide portfolio-management system.

CAP Goal 2: Data, Accountability, and Transparency (State and USAID)

- The Department established several data-focused roles and initiating activities that provide strategic direction regarding the critical data assets and facilitate data-informed insights and analysis more effectively. Through the Data-Informed Diplomacy Action Plan (APG) the Department advanced an enterprise data and analytics capability to enable cross-functional insights, timely and transparent reporting, and evidence-based decision-making. The Department's Center for Analytics (CfA) enabled employees with new analytics resources, training, and tools that assist with automated reporting and real-time data-driven assessments.
- Throughout FY 2020, USAID continued to expand its efforts to leverage data to improve development outcomes and promote data transparency. For example, the Agency developed situational dashboards, a master dataset, and resources hub for information related to the pandemic of COVID-19. Additionally, to strengthen staff data literacy, USAID launched an Agency-wide Data Literacy Curriculum at the end of FY 2020. This program is designed to increase staff capacity to leverage data to support evidence-based decision-making and improve development outcomes.

CAP Goal 3: People-Workforce of the 21st Century (State and USAID)

- In early FY 2020 the Department's then Bureau of Human Resources formally changed its name to the Bureau of Global Talent Management (GTM), to better reflect the Bureau's mission. In FY 2020, the Department implemented a broad array of activities and projects that support the President's Management Agenda and continued to enhance and streamline the Department's hiring process in all workforce categories. As a result, the Department had ten consecutive months of growth in Civil Service hiring for the first time in more than a decade.
- In FY 2020, the Agency undertook a number of initiatives to develop and implement innovative human-capital programs. These initiatives include operationalizing six new Bureaus as a part of [USAID's Transformation](#); building new features into the Agency's online employee portal for human-resources services; moving closer to its staffing-level goals for the Civil Service and Foreign Service Officers; and using effective and meaningful Staff Care programs to support employee resilience in the midst of the pandemic of COVID-19.

CAP Goal 4: Improving Customer Experience (State)

- The Bureau of Consular Affairs, Passport Services (CA/PPT) is an OMB-designated High-Impact Service Provider, because of its large customer base and the impact that the passport applications and issuance process has on U.S. citizens and nationals. In FY 2020 CA/PPT continued to focus on the areas of organization and culture and customer research, with projects set up to deliver a high level of customer service and developing new ways to increase or improve services and earn customer trust. While a few projects and programs were delayed and carried into FY 2021 because of the impact of COVID-19, CA/PPT delivered a few key initiatives, such as replacing the legacy call-recording system at National Passport Information Center (NPIC) with a state-of-the-art speech analytics platform, and developing an appointment system for the Special Issuance Agency (SIA) with a roll-out of an online version for customers in early FY 2021.

CAP Goal 5: Sharing Quality Services (State and USAID)

- The Department provides multiple shared services overseas to federal agencies that operate under Chief of Mission authority, including administrative services through ICASS, overseas facilities construction and maintenance through the Capital Security cost Sharing program, and global payroll services for Locally Employed Staff.
- The Agency is invested in shared services and continues to explore opportunities to expand its use of shared services to promote efficiency and effectiveness. USAID is in the process of adopting the Shared Quality Services included under Strategy 3 of the Cross-Agency Priority (CAP) Goal.

CAP Goal 6: Shifting from Low-Value to High-Value Work (USAID)

- USAID examines every opportunity to shift time, effort, and funding from burdensome low-value work to higher-value work, consistent with the President's Management Agenda. USAID's annual Customer Service Survey now collects data on staff's estimation of hours per week spent on low-value work, which will allow the Agency to benchmark future progress both internally and across the Federal Government.

CAP Goal 7: Category Management (State and USAID)

- The Department has continued to carry out initiatives and activities in support of reaching CM CAP goals as laid out in the PMA. The Department developed two new cloud software licensing agreements and renewed two large enterprise license

agreements, which leveraged CM best practices for department-wide collaboration and standardization opportunities, resulting in significant cost avoidance. In addition, the Department promoted CM initiatives with ongoing education, training, and emphasis through training seminars on CM principles, best practices, use, and value of BIC and managed contracts. It developed new tools and resources to support acquisition modernization, improve and streamline acquisition processes, increase compliance with agency policies, and increase communication within the contracting officer community. The Department also developed a standardized approach to Value Engineering as a best practice and driver of savings and efficiencies in acquisition.

- USAID has strong performance improvement on the Category-Management (CM) goals. In FY 2020, the Agency exceeded its targets for both Spend Under Management (SUM) and Best-in-Class (BIC) procurement. USAID's targeted goals were to achieve a BIC spend of \$185.8 million and a SUM target of \$3,779 million. USAID's results, as of September 30, 2020, were a spend in BIC of \$197.7 million and a spend in SUM total of \$4,960 million. USAID continues to review all awards and provide training to ensure it does not miss opportunities to use CM vehicles.

CAP Goal 8: Results Oriented Accountability for Grants (State and USAID)

- The Department continues to support this CAP goal to maximize the value of grant funding by applying a risk-based, data-driven framework. The framework incorporates compliance requirements while demonstrating results for the American taxpayer. To achieve greater efficiencies in financial processing, the Department centralized and standardized the processing of all overseas grants vouchers in a Post Support Unit. Following implementation of the State Assistance Management System (SAMS) worldwide, the Department concentrated efforts on continued improvement to the system for the benefit of both grant recipients and federal assistance personnel. The Department updated award templates and the Department's Standard Terms and Conditions in FY 2020 to provide more consistency across grants and cooperative agreements across various award types.
- USAID obligates most funding via grants and cooperative agreements, which makes it important to structure solicitations and awards to focus on results. As part of USAID's efforts under Effective Partnering and Procurement Reform, the Agency adjusted [Chapter 303](#) of its Automated Directives System (ADS) to empower Agreement Officer's Representatives (AORs) to amend awards to apply adaptive management more readily in practice.

CAP Goal 9: Getting Payments Right (State)

- State/CGFS has a two-tiered improper payment monitoring and review program that consists of activities performed by the payment issuing office and secondly by the Office of Oversight and Management Analysis (OMA). As an integral part of the Department's post-payment review process, improper payment reviews are performed initially by the payment issuing offices. The subsequent review performed by OMA focuses on overpayments and utilizes data and risk analysis to drive the recapture work performed. While many agencies hire external recapture auditors to perform a secondary review, this function is performed more efficiently within the Department by OMA.

CAP Goal 10: Federal IT Spending Transparency (USAID)

- The Agency's IT spending priorities modernizing and optimizing its IT portfolio. To improve the transparency and oversight of IT spending and budget data, the Agency expanded its IT/Technology Business Management (TBM) data-collection efforts in FY 2020 to include 11 Operating Units (OUs), which covered a total of \$67.6 million of IT expenditures. This represents an increase of 28 percent over the level of IT spend collected from eight OUs during FY 2019 (a total of \$53 million).

CAP Goal 11: Frictionless Acquisition (State and USAID)

- To ensure that the use of modern business practices is implemented across the enterprise, the Department has developed tools and resources to support acquisition modernization, improve and streamline acquisition processes, increase compliance with agency policies, and increase communication within the contracting officer community. Included in these resources are a new portal with acquisition planning and "Justification and approval" tools, and automated workflow management tool, and a systems automated compliance check.
- USAID continues to pursue relentless improvement in the management of major acquisitions to meet taxpayers' expectations and performance goals on key transformational projects, and to enhance flexibility and create more-responsive procurement approaches to support communities in partner countries in their [Journeys to Self-Reliance](#). To this end, USAID uses its Acquisition and Assistance (A&A) Lab to advance the Agency's mission through workforce-development and the testing and scaling of innovations consistent with its *A&A Strategy*.

Agency Priority Goals

In collaboration with OMB, the Department of State and USAID identified and currently report on nine APGs for the FY 2020-FY 2021 cycle: Resilience and Food Security (USAID), Maternal and Child Health (USAID), Private-Sector Engagement (USAID), Effective Partnering and Procurement Reform (EPPR) (USAID), Category-Management (USAID), HIV/AIDS (USAID and State), IT Modernization (State), Data Informed Diplomacy (State), and Enhancing Security Monitoring Solutions (State). Please refer to [performance.gov](https://www.performance.gov) for the latest updates for these APGs.

Major Management Priorities and Challenges

Every year, the State and USAID Offices of the Inspectors General (OIG) identify management challenges that affect the abilities of the Department and USAID to engage diplomatically or deliver foreign assistance. The Department and USAID implement immediate remedial actions in response to recommendations by their respective OIGs. For a full description of the challenges identified by the two OIGs and the responses to them, please see:

- Department of State: See pages 115 – 137 of the FY 2020 [Department of State Agency Financial Report](#)
- USAID: See pages 147 – 184 of the FY 2020 [USAID Agency Financial Report](#)

Strategic objective performance goals articulated in JSP Strategic Goal Four address several of the management and performance challenges the OIGs identified. The Department and USAID track and report progress annually in the APP/APR.

The Performance Improvement Officers at State and USAID are the officials responsible for encouraging and advocating greater impact through innovation; increasing effectiveness and efficiency; and improving customer service. At the Department of State, Douglas Pitkin, Director of the Bureau of Budget and Planning, is the Performance Improvement Officer. At USAID, Ruth Buckley, the Acting Director of the Office of Management Policy, Budget, and Performance within the Bureau for Management, is the Acting Performance Improvement Officer.

Regulatory Indicators

In February 2017, President Trump issued Executive Order (E.O.) 13777: Enforcing the Regulatory Reform Agenda to lower regulatory burdens on the American people. E.O. 13777 builds on E.O. 13771: Reducing Regulation and Controlling Regulatory Costs, and requires that Departments and Agencies establish a Regulatory Reform Task Force to evaluate existing regulations and make recommendations to the heads of the organizations regarding their repeal, replacement, or modification. Additionally, Departments and Agencies are to incorporate, in their APRs, five performance indicators, established by OMB, that measure progress toward meeting the Regulatory Reform Agenda. OMB has granted several Departments and Agencies waivers from complying with this E.O., including USAID. The Department of State's progress on the five regulatory reform indicators is as follows:

Table 1: Number of evaluations to identify potential E.O. 13771 deregulatory actions that included opportunity for public input and/or peer review

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 1 | 1 | 0 |
| Actual | N/A | 1 | 1 | 0 | 0 |

Table 2: Number of E.O. 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 1 | 1 | 0 |
| Actual | N/A | 7 | 0 | 1 | 1 |

Table 3: Number of E.O 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---------------|------------|------------|----------|----------|----------|
| Target | N/A | N/A | 3 | 3 | 0 |
| Actual | N/A | 1 | 1 | 0 | 2 |

Table 4: Number of E.O. 13771 regulatory actions and, separately, E.O. 13771 deregulatory actions issued (listed as regulatory/deregulatory)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|---------------|------------|------------|------------|------------|------------|
| Target | N/A | N/A | 0/2 | 0/2 | 0/1 |
| Actual | N/A | 0/0 | 0/0 | 0/0 | 0/1 |

Table 5: Total incremental cost of all E.O. 13771 regulatory actions and E.O. 13771 deregulatory actions (including costs or cost savings carried over from previous FYs)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|----------|----------|----------|
| Target | N/A | N/A | -\$1.14M | -\$1.14M | 0 |
| Actual | N/A | N/A | \$0 | \$0 | -\$1.14M |

Strategic Goal 1: Protect America's Security at Home and Abroad

Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems

Strategic Objective Progress Update

- Continued to impose sanctions on the Democratic People's Republic of Korea (DPRK) and call on it to return to negotiations to achieve verified denuclearization. In September, the Department issued a shipping advisory for industry that identified key procurement entities and deceptive procurement techniques used by the DPRK.
- Continued to impose sanctions on Iran. In September, in conjunction with the snapback of UN Security Council Resolution restrictions against Iran, the Department, sanctioned eight entities and individuals in China and Russia for transfers of sensitive items to Iran's missile program.
- Continued work to strengthen the Nuclear Nonproliferation Treaty (NPT) and the International Atomic Energy Agency that supports it, the Biological Weapons Convention (BWC), and the Chemical Weapons Convention (CWC). Russia is believed to have used a nerve agent similar to 'novichok' in the attempted assassination of Aleksey Navalny in August; the Department is reviewing the information available in accordance with the sanctions provisions of the Chemical and Biological Weapons Control and Elimination Act, as was done following Russia's poisoning of the Skripals in the United Kingdom in 2018.
- Successfully coordinated a broad multilateral effort establishing a work program for the Creating an Environment for Nuclear Disarmament (CEND) initiative to discuss international security factors relevant to nuclear arms control and disarmament.
- Continued to work with partners to update the control lists of the multilateral export control regimes by adding new items and exploring how to control emerging technologies such as Artificial Intelligence. This past year, the Department established policies and initiatives aimed at preventing technology transfers that would advance China's Military-Civil Fusion Strategy.
- The Department took action to remove Syria's rights and privileges under the Chemical Weapons Convention for its confirmed use of chemical weapons. This was a State-led effort worked closely with allies and partners.
- Through discussions with Russia, the Department helped shaped Russia's endorsement of the concept of a nuclear warhead stockpile cap and of a future agreement being open to inclusion of China.

- Forty-five (out of 57) participating States of the Organization for Security and Cooperation in Europe declared support for modernizing the Vienna Document 2011 on Confidence- and Security-Building Measures (CSBMs) at the December 2020 OSCE Ministerial Conference.

Performance Goal 1.1.1: Strengthen Global Arms Control/Non-Proliferation Regime

Performance Goal Statement: By 2022, strengthen U.S. national security through enhancements to the global arms control and non-proliferation regime, by strengthening its treaties, reducing WMD, and strengthening verification and compliance with arms control and non-proliferation obligations (State)

Key Performance Indicators

Table 6: Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 2 | 2 | 3 |
| Actual | 4 | 2 | 5 | 4 | 2 |

Indicator Analysis for Table 6:

- COVID-19 impacted the implementing environment resulting in a larger-than-expected (-) discrepancy in target achievement.
- Sao Tome and Eritrea had Additional Protocols approved by the Board of Governors in FY 2020; the FY 2021 Target has been increased from 1 to 2 as countries take action on Additional Protocols in advance of the 2021 NPT Review Conference.

Performance Goal 1.1.2: Counter WMD and Ballistic Missile Proliferation

Performance Goal Statement: By 2022, strengthen U.S. national security by countering WMD and ballistic missile proliferation, strengthening relevant multilateral arrangements, and impeding illicit trafficking of WMD, advanced conventional weapons, and related technologies. (State)

Key Performance Indicators

Table 7: Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 35 | 35 | 43 |
| Actual | 19 | 27 | 27 | 27 | 24 |

Indicator Analysis for Table 7: Despite the U.S. European Phased Adaptive Approach (EPAA) goal in 2009 to have the second of two Aegis Ashore sites at Redzikowo, Poland operational in 2018, poor weather and construction delays by the Missile Defense Agency's primary contractor has shifted the initial operational capability to not earlier than CY2022. The Missile Defense Agency said that it is their expectation that the U.S. Aegis Ashore site in Poland will be operational in 2022 with presumably 24 Standard Missile-3 (SM-3) interceptors.

Table 8: Number of new countries adopting the control lists of one or more of the multilateral export control regimes

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 4 | 4 | 1 |
| Actual | 0 | 2 | 5 | 1 | 2 |

Indicator Analysis for Table 8: Department assistance contributed to Pakistan and Kyrgyzstan amending their national export control lists to align with regime lists.

Strategic Objective 1.2: Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national-security interests

Strategic Objective Progress Update

The Global Coalition to Defeat ISIS has destroyed 100 percent of ISIS's fraudulent "caliphate" and eliminated ISIS leader Abu Bakr al-Baghdadi. Through our diplomatic efforts, the Global Coalition has continued to grow, and now stands at 83 members. The Coalition has provided more than \$20 billion in stabilization assistance, the removal of explosive remnants of war, economic, agriculture and livelihoods support, and humanitarian needs (including COVID-19 aid) in Iraq and Syria. These efforts support the civilians hurt most by ISIS and ultimately will guard against a resurgence of ISIS.

- The United States and its partners continued to pursue al-Qa'ida (AQ) around the world. Building off the elimination of Hamza bin Laden, Usama bin Laden's son and a rising AQ leader in 2019, the United States and its partners continued to mount pressure on AQ and its affiliates, networks, and branches in Syria, Afghanistan, and Somalia, among other locales.
- As part of the maximum-pressure campaign against the Iranian regime – the world's worst state sponsor of terrorism – the United States and our partners imposed new sanctions on Tehran and its proxies, impacting their abilities to fund terrorist operations globally. As a result of dedicated diplomatic efforts, an increasing number of countries in Western Europe and South America joined the United States in designating Iran-backed Hizballah as a terrorist group in its entirety.
- State elevated combatting racially or ethnically motivated terrorism as a priority in 2020, through expanded diplomatic efforts and investing in programs and exchanges to help countries dealing with this growing challenge.
- State and USAID also focused on efforts to counter violent extremism through targeted activities to reduce terrorist radicalization and recruitment in countries such as Bangladesh, Mali, Mozambique, Somalia, and Tunisia, in addition to continuing to press multilateral organizations and international donors to increase their financial contributions to international platforms for countering violent extremism (CVE), such as the Global Community and Engagement Resilience Fund and Strong Cities Network.

Performance Goal 1.2.1: Contribute to the Defeat of ISIS

Performance Goal Statement: By 2022, contribute to the defeat of ISIS core, its regional branches and nodes, and its global network through mobilization of the Global Coalition, diplomacy, action, humanitarian and stabilization assistance, and international coordination and cooperation. (State)

Key Performance Indicators

Table 9: Number of civilian casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---|---|---|---------|---------|
| Target | N/A | N/A | 0 | 0 | 0 |
| Actual | Total: 3,316 Killed: 1,039 Wounded: 2,277 | Total: 1,827 Killed: 506 Wounded: 1,321 | Total: 3,579 Killed: 1,438 Wounded: 2,141 | TBD | TBD |

Indicator Analysis for Table 9: Data through FY 2018 came from the START Global Terrorism Database outlined below. The Global Terrorism Database is an open-source database including information on domestic and international terrorist attacks around the world. Unfortunately, 2019 data was not accessible at this time of this report as the 2020 update to the Database, including incidents from 1970-2019, is only available to commercial license holders at this time.

Table 10: Cumulative total number of internally displaced persons (IDPs) who have safely and voluntarily returned to the territories liberated from ISIS in Iraq and Raqqa, Syria

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|--|---|--|--|--|
| Target | N/A | N/A | Total: 4,513,991 Iraq: 4,465,991 Raqqa, Syria: 48,000 | Total: 5,265,320 Iraq: 5,065,320 Raqqa, Syria: 200,000 | Total: 5,200,000 Iraq: 5,000,000 Raqqa, Syria: 200,000 |
| Actual | Total: 947,904 Iraq: 947,904 Raqqa, Syria: 0 | Total: 2,330,370 Iraq: 2,282,370 Raqqa, Syria: 48,000 | Total: 4,331,625 Iraq: 4,165,320 Raqqa, Syria: 166,305 | Total: 4,782,755 Iraq: 4,596,450 Raqqa, Syria: 186,305 | Total: 4,975,170 Iraq: 4,782,414 Raqqa, Syria: 193,173 |

Indicator Analysis for Table 10: Syria data from UNOCHA (from Jan. 2020 to Oct. 2020) and Iraq data from IOM (as of Oct. 31, 2020). IDP returns in Iraq continue but gaps in security, service provision, access to livelihoods, and shelter remain significant. In Syria, the relative calm observed in the northwest following the March 5 ceasefire agreement and continued stabilization efforts in the northeast both likely contributed to increased returns to Raqqa and other areas of Syria.

Table 11: Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---|---|---|---|---|
| Target | N/A | N/A | Coalition members: 74 | Coalition members: 80 | Coalition members: 83 |
| Actual | Coalition members: 67 Countries participating in airstrikes in Iraq: 9. Countries participating in airstrikes in Syria: 11. Countries providing humanitarian assistance or stabilization assistance in Iraq: 38. Countries providing humanitarian assistance or stabilization assistance in Syria: 47. | Coalition members: 73 Countries participating in airstrikes in Iraq: 9. Countries participating in airstrikes in Syria: 12. Countries providing humanitarian assistance or stabilization assistance in Iraq: 41. Countries providing humanitarian assistance or stabilization assistance in Syria: 48. | Coalition members: 79 Countries participating in airstrikes in Iraq: TBD. Countries participating in airstrikes in Syria: TBD. Countries providing humanitarian assistance or stabilization assistance in Iraq: 35. Countries providing humanitarian assistance or stabilization assistance in Syria: 36. | Coalition members: 81 Countries participating in airstrikes in Iraq: TBD. Countries participating in airstrikes in Syria: TBD. Countries providing humanitarian assistance or stabilization assistance in Iraq: 31. Countries providing humanitarian assistance or stabilization assistance in Syria: 32. | Coalition members: 83 Countries participating in airstrikes in Iraq: TBD. Countries participating in airstrikes in Syria: TBD. Countries providing humanitarian assistance or stabilization assistance in Iraq: 31. Countries providing humanitarian assistance or stabilization assistance in Syria: 35. |

Indicator Analysis for Table 11:

- State is working with DOD to calculate and release the total number of countries participating in airstrikes in Iraq and Syria. The Coalition gained two new members in FY 2020: the Central African Republic and Mauritania.
- Calls for aid in response to the dire humanitarian needs in Syria, this year exacerbated by the COVID-19 pandemic, as well as the Coalition's fundraising campaign for continued stabilization needs, led to continued donor pledges of support for Syria in FY 2020.

Performance Goal 1.2.2: Preventing and Countering Violent Extremism (P/CVE)

Performance Goal Statement: By 2022, reduce identified drivers of violent extremism in countries, regions, and locales most vulnerable to radicalization to terrorism while also strengthening partner government and civil society capacity to prevent, counter, or respond to terrorism and violent extremism. (State and USAID)

Key Performance Indicators

Table 12: Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-----------------|
| Target | N/A | N/A | 200 | 120 | 72 |
| Actual | 96 | 237 | 96 | 72 | 19 ¹ |

Indicator Analysis for Table 12:

- COVID-19 affected the implementing environment resulting in a larger-than-expected (+/-) discrepancy in target achievement.
- As a relatively new standard foreign-assistance indicator, adoption of this indicator remains low; the Department of State and USAID will work to correct under-reporting through the FY 2020 PPR feedback process and continue efforts to increase OU and partner capacity to collect and report data on CVE programs.

¹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 1.2.3: Counter Messaging

Performance Goal Statement: By 2022, strengthen partner government and civil society capacity to utilize data-driven approaches to counter messaging. (State)

Key Performance Indicators

Table 13: Number of counterterrorism messaging campaigns completed to include those that involve cooperation with foreign governments and/or foreign messaging centers

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|-------------------------|---------|---------|---------|---------|
| Target | GEC Established in 2016 | N/A | 6 | 7 | 2 |
| Actual | 2 | 15 | 18 | 2 | 1 |

Indicator Analysis for Table 13:

- COVID-19 led to staffing constraints that resulted in a larger-than-expected discrepancy in target achievement.
- COVID-19 led to changes in resource allocation that resulted in a larger-than-expected discrepancy in target achievement.

Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law.

Strategic Objective Progress Update

- Implemented activities to prevent and respond to conflict, violence, and stabilization challenges, including 93 projects to promote people-to-people reconciliation across 39 countries; support for the participation of 20,900 women in peacebuilding processes; training for 113 USAID experts in conflict-sensitive aid; and timely interventions in response to complex crises and transitions in more than 20 countries. Programming assisted communities in Iraq and Syria recovering from ISIS control; supported early-recovery activities in Libyan communities affected by violent conflict; bolstered new or transitioning governments in Armenia, Malaysia, Ukraine, and North Macedonia; countered violent extremism in Cameroon, Nigeria, Niger, Burkina Faso, Somalia, Bosnia, and Mozambique; and advanced implementation of the Colombian peace accord.
- Continued supporting narcotics seizures, amounting to more than 3,300 metric tons seized, and over 95,000 arrests related to transnational organized crime. Incentivized reform, built in-country capacity, and advanced citizen-responsive governance through programming to advance human rights; accountable and transparent democratic governance; rule of law; free, fair, and secure elections; political competition and consensus-building; labor rights; civic participation; independent media; learning in democracy programming; and approaches to emerging issues such as countering resurgent authoritarianism and addressing the impact of COVID-19 on democracy, governance, and human rights.
- Provided emergency grant assistance to 600 human-rights defenders and 334 civil-society organizations under threat from state and non-state actors. Approximately 95 percent of recipients said the assistance had a positive impact on their safety or reduced the threats they faced; 82 percent reported a return to their democracy and human-rights work after receiving assistance.
- Observed global increases in government efforts related to the identification of victims of human trafficking and the prosecution and convictions of trafficking ([2020 Trafficking in Persons Report](#)). The Department of State continued its robust anti-trafficking assistance efforts and trained nearly 26,000 individuals on the prevention of human trafficking, victim protection, and investigation and prosecution, and provided assistance to more than 6,000 survivors. USAID finalized a new

draft policy on Countering Trafficking in Persons as a way to support existing Agency policies and the Journey to Self-Reliance Framework, all of which seek to build the capacity of our partners to reduce the risk of human trafficking.

Performance Goal 1.3.1: Addressing Fragility, Instability, and Conflict

Performance Goal Statement: By 2022, improve the capacity of vulnerable countries to mitigate sources of fragility, instability, and conflict. (State and USAID)

Key Performance Indicators

Table 14: Number of U.S. Government-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--------------------|
| Target | N/A | N/A | 5,135 | 4,512 | 2,223 |
| Actual | 35,386 | 6,103 | 7,460 | 5,097 | 2,451 ² |

Indicator Analysis for Table 14:

- COVID-19 affected the implementing environment, resulting in a larger-than-expected (+) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.

² Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 15: Number of people participating in U.S. Government-supported events, trainings, or activities designed to build mass support for peace and reconciliation

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 127,937 | 469,695 | 526,868 |
| Actual | 339,467 | 324,546 | 359,766 | 601,499 | 277,431 ³ |

Indicator Analysis for Table 15:

- COVID-19 led to staffing constraints that resulted in a larger-than-expected discrepancy in target achievement.
- COVID-19 affected the implementing environment, resulting in a larger-than-expected (-) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (-) discrepancy in target achievement.

³ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 16: Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 13,185 | 4,200 | 7,099 |
| Actual | 49,395 | 37,150 | 3,852 | 4,422 | 20,939 ⁴ |

Indicator Analysis for Table 16: COVID-19 affected the implementing environment, resulting in a larger-than-expected (+) discrepancy in target achievement.

⁴ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 1.3.2: Open/Accountable Government

Performance Goal Statement: By 2022, contribute to strengthened democratic governance through targeted assistance to improve citizen engagement, strengthen civil society, increase transparency, and protect human rights. (State and USAID)

Key Performance Indicators

Table 17: Number of individuals receiving voter education through U.S. Government-assisted programs

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------------|---------------|----------------|----------------|-----------------------------|
| Target | N/A | N/A | 3.207 million | 7.832 million | 8.167 million |
| Actual | 1.448 million | 2.734 million | 64.220 million | 10.330 million | 13.421 million ⁵ |

⁵ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 18: Number of individuals receiving civic education through U.S. Government-assisted programs

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------------|----------------|----------------|-----------------------------|
| Target | N/A | N/A | 6.638 million | 7.943 million | 9.479 million |
| Actual | 169,982 | 4.462 million | 11.762 million | 10.065 million | 12.799 million ⁶ |

Table 19: Number of non-state news outlets assisted by U.S. Government

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--------------------|
| Target | N/A | N/A | 1,005 | 1,170 | 1,514 |
| Actual | 1,227 | 1,704 | 1,707 | 1,978 | 1,473 ⁷ |

⁶ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

⁷ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 20: Number of judicial personnel trained with U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 26,289 | 26,452 | 30,000 |
| Actual | 28,774 | 34,039 | 46,294 | 38,479 | 28,517 ⁸ |

Table 21: Number of U.S. Government-assisted civil-society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|------------------|
| Target | N/A | N/A | 173 | 129 | 151 |
| Actual | 77 | 334 | 224 | 146 | 322 ⁹ |

Indicator Analysis for Table 21:

- COVID-19 affected the implementing environment, resulting in a larger-than-expected (+) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.
- Increased contributions to this indicator, primarily from CSO support in Uzbekistan, contributed to the increase over the target this quarter.

⁸ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

⁹ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 1.3.3: Transnational Crime

Performance Goal Statement: By 2022, work with partner country governments to strengthen criminal justice systems and support prevention efforts in local communities in order to build capacity to address transnational organized crime. (State)

Key Performance Indicators

Table 22: The number of host nation criminal justice personnel who received USG-funded Anti-Trafficking in Persons training

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 4,529 | 5,600 | 2,000 |
| Actual | 4,566 | 4,529 | 5,560 | 1,969 | 2,179 ¹⁰ |

Table 23: Metric tons of illicit narcotics seized by U.S. Government-supported host government officials in USG-assisted areas

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|-----------------------|---------|---------|---------|
| Target | N/A | N/A | 7,000 | 2,000 | 10,000 |
| Actual | 11,600 | January-June 2,128 | 1,990 | 13,001 | 3,319 |

¹⁰ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Indicator Analysis for Table 23: COVID-19 impacted the implementing environment resulting in a smaller-than-expected decrease discrepancy in target achievement.

Table 24: Number of vetted and specialized law enforcement units receiving support

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------------------|---------|---------|-------------------|
| Target | N/A | N/A | 215 | 205 | 200 |
| Actual | N/A | January-June 209 | 195 | 195 | 691 ¹¹ |

Indicator Analysis for Table 24: COVID-19 impacted the implementing environment resulting in a larger-than-expected increase discrepancy in target achievement.

Table 25: Arrests made by USG-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|------------------------|---------|---------|----------------------|
| Target | N/A | N/A | 115,000 | 125,000 | 125,000 |
| Actual | N/A | January-June 63,160 | 142,267 | 129,401 | 95,109 ¹² |

¹¹ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR

¹² Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR

Indicator Analysis for Table 25: COVID-19 impacted the implementing environment resulting in a smaller-than-expected decrease discrepancy in target achievement

Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors

Strategic Objective Progress Update

- The Department achieved significant progress in FY 2020 in the use of energy sector sanctions to greatly reduce Venezuela's and Iran's ability to use oil export revenues to finance the projection of malign influence.
- Iranian oil exports remained more than 90 percent below presanctions levels, depriving the regime of tens of billions in oil sector revenues since the beginning of the FY.
- Venezuela's oil production fell from about 750,000 barrels per day to less than 500,000 barrels per day by the end of FY 2020, with a significant portion exported for debt repayment rather than to generate revenue for the illegitimate Maduro regime.
- To promote stability and security in cyberspace, the Department leveraged coalitions of likeminded governments to hold accountable governments that engage in malicious cyber activities contrary to the framework of responsible state behavior. In February 2020, the United States led the most widely supported attribution to date, by naming the Main Directorate of the General Staff of the Armed Forces of the Russian Federation (GRU), the Russian Intelligence Agency, for a cyber attack against Georgia, which 19 countries and the EU joined.

Key Performance Indicator

Table 26: The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects as a result of U.S. Government action

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|-----------------|----------------|-----------------|------------------|-----------------|
| Target | N/A | N/A | \$3.5 billion | \$3.5 billion | \$4 billion |
| Actual | \$6.839 billion | \$3.45 billion | \$3.714 billion | \$28.699 billion | \$0.616 billion |

Indicator Analysis for Table 26: COVID-19 reduced overall energy sector investment by more than 20 percent in 2020, delaying many of the financing decisions anticipated on strategic energy infrastructure. IEA estimates a continuing lower level of energy sector investment over the next five years as a result of COVID-19 demand reductions and effects. The FY 2021 target has been reduced to reflect this global energy investment slow-down.

Performance Goal 1.4.1: Securing Cyberspace

Performance Goal Statement: By 2022, significantly increase international cooperation to secure an open, interoperable, reliable, and stable cyberspace and strengthen the capacity of the United States and partner nations to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents. (State)

Key Performance Indicators

Table 27: Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 30 | 79 | 125 |
| Actual | N/A | 0 | 148 | 141 | 300 |

Indicator Analysis for Table 27:

- In FY 2020 the Department had a strategic focus to target outreach and enhance existing relationships with partner nations. The Department was deliberate in its activities to build coalitions of likeminded states to push back against our shared adversaries, attribute malicious behavior in cyberspace, and promote international cooperation that strengthens the resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors.
- In out-years, the Department reports a decrease in the number of enhanced engagements due to State's inability to project global cyber events that will require enhanced diplomatic engagement with certain nations.

Table 28: Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 89 | 105 | 121 |
| Actual | N/A | 86 | 126 | 111 | 132 |

Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Strategic Objective Progress Update

- Building on the release of a 2019 Western Hemisphere Biometrics Capacity Building Strategy, the U.S. government prioritized deployment of multiple information sharing systems to the region to collect, analyze, and share biometric information.
- INL worked to improve maritime enforcement capacity with its interagency partner, the U.S. Coast Guard. Interagency programs are strengthening partner nations' abilities to monitor and interdict maritime transnational criminal organization activity, build maritime governance legal frameworks, and strengthen prosecutorial capacity to enhance prosecutions of maritime crime.
- The Bureau of Consular Affairs (CA) collaborated with 13 partner bureaus to accomplish performance goals under SO 1.5. In FY 20, CA directed the Department's COVID-19 related Repatriation Task Force to return over 100,000 U.S. citizens home, the largest repatriation effort in American history.
- Responding to COVID-19 created an urgent need for the timely and appropriate dissemination of information. CA completed the Overseas Citizens Services (OCS) office reorganization which resulted in streamlined processes and improved data-driven determinations, the increased ability to measure country-specific COVID-19 impacts, timely updates to all country information pages on Travel.state.gov, and the corresponding Travel Advisories, and allowed CA to reach thousands of U.S. citizens with the Consular Information Program.

- Consular Affairs' Passport Services (CA/PPT) adjudicated and issued passports to U.S. citizens required to respond to emergencies abroad despite curtailed operations.
- COVID-19 highlighted CA's operational challenges as extended suspensions of domestic passport and global visa issuance operations created significant processing backlogs and significantly reduced fee revenue. Worldwide travel restrictions impacted passport and visa demand, leaving CA with a 24 percent fee revenue shortfall for FY 2021, money needed to support the Consular Border Security Program (CBSP) account. As a result, CA had to postpone planned evaluations of LegalNet and the Global Support Strategy (GSS).
- CA revised/retired crisis-related performance indicators to more accurately assess and measure crisis-related performance by reflecting the role of task force teams.
- The Office of Management and Budget identified Consular Affairs' Passport Services (CA/PPT) as a High-Impact Service Provider (HISP) and participant in CAP Goal 4, Improving Customer Experience (CX) with Federal Services. COVID-19 related closures of passport agencies and centers impacted PPT's ability to collect and report on some CX-related metrics, but PPT reported metrics on post-call customer surveys for the National Passport Information Center.

Performance Goal 1.5.1: Engaging Partner Nations

Performance Goal Statement: By 2022, increase information sharing with partner nations and improve partner nation connectivity to international criminal and terrorist databases in order to better identify individuals with derogatory information seeking to enter the United States. (State)

Key Performance Indicators

Table 29: Number of new governments sharing information with the United States to prevent terrorists from reaching the border

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 10 | 5 | 5 |
| Actual | 9 | 10 | 3 | 4 | 1 |

Indicator Analysis for Table 29: COVID-19 impacted the implementing environment resulting in a larger-than-expected (-) discrepancy in target achievement.

Table 30: Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 4 | 1 | 3 |
| Actual | 2 | 3 | 3 | 1 | 3 |

Performance Goal 1.5.2: Protect the Security of U.S. Citizens through Timely Dissemination of Information

Performance Goal Statement: Through 2022, ensure timely dissemination of safety, security, and crisis information that allows U.S. citizens to make informed decisions for their safety while traveling or residing abroad. (State)

Key Performance Indicators

Table 31: Activation of appropriate Consular crisis response tools within six hours after notification of a crisis event (Retired)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 100% | 100% | 100% |
| Actual | N/A | N/A | 0 | 100% | N/A |

Indicator Analysis for Table 31: This metric was revised in FY 2020. CA could not adequately capture CA/OCS's crisis response during the pandemic using this Indicator as originally written. CA revised this indicator for FY 2021 to measure activation of a response cell when assisting U.S. citizens in a crisis within a six-hour time frame to more accurately reflect how the bureau responds to crises. The new metric is described below.

Table 32: (New) Percent of appropriate consular crisis responses activated within six hours after notification of a crisis event.

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | N/A |

Indicator Analysis for Table 32: This metric replaces the above performance indicator (Table 31) for consular crisis response. CA will begin measuring performance in FY 2021.

Table 33: Achieve all required dissemination targets for travel advisory content within three hours of final Department clearance for each country that moves into the Level 3 (Reconsider Travel) or Level 4 (Do Not Travel) category (Retired)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 90% | 90% | 90% |
| Actual | N/A | TBD | 32% | 93% | N/A |

Indicator Analysis for Table 33: Based on its experience managing the COVID-19 crisis, CA reassess use of this indicator as it failed to accurately measure the success of the Consular Information Program (CIP). To improve this metric, as of October 27, 2020, CA/OCS/ACS began using a new indicator (below), measuring whether staff followed FAM guidance on revising consular information pages and travel advisories.

Table 34: Review and update all country information pages on travel.state.gov at least once annually to ensure current and relevant safety and security information (Revised/Retired)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 100% | 100% | 100% |
| Actual | 0 | TBD | 76% | 95% | 100% |

Indicator Analysis for Table 34: Starting in FY 2021, CA will capture this metric as part of indicator 1.5.2.3, which measures whether staff followed FAM guidance on revising consular information pages and travel advisories.

Table 35: (New) Percent of country information pages on travel.state.gov reviewed and updated at least once annually to ensure current and relevant safety and security information

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | N/A |

Indicator Analysis for Table 35: This metric replaces the original metric for 1.5.2.3. Performance will be measured beginning in FY 2021.

Performance Goal 1.5.3: Excellence in Passport Services Delivery

Performance Goal Statement: Through 2022, continue to ensure vigilant, accurate, and timely passport services to U.S. citizens. (State)

Key Performance Indicators

Table 36: Process 99 percent of passport applications within publicly available timeframes

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 99.0% | 99.0% | 99.0% |
| Actual | 99.9% | 99.9% | 99.9% | 99.9% | 75.6% |

Indicator Analysis for Table 36:

- COVID-19 impacted PPT operations beginning March 19, 2020, and necessitated a significant reduction of passport services across the United States from March 20, 2020 – September 28, 2020, resulting in a drop in meeting routine processing times from the original target of 99 percent to an average 75.6 percent for the fiscal year.
- On average, PPT met 99 percent of the expedited application processing target and 71 percent of routine application processing timelines during FY 2020.

Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation

Strategic Objective Progress Update

- The Department of State and USAID work to boost economic opportunities for American business overseas, thereby creating jobs at home and making America more secure. The Department of State and USAID will focus on overcoming the economic challenges generated by COVID-19. The Department of State and USAID are working to restore transportation links for international passengers, diversify critical supply chains to more reliable partners, provide relief from debt payments to the poorest economies, and promote food security globally. Programs support market-based economic reforms and target improved commercial law and trade regimes. The Department of State and USAID advance women's economic and social status, which drives economic growth.
- The global pandemic slashed both domestic and international passenger travel for U.S. air carriers by 65 percent and 75 percent, respectively. The Department seeks to reestablish volumes of global air travel where markets remain closed or operate at low levels.
- Since June 2019, USAID has played a leading role in the [Prosper Africa Initiative](#), which leverages private capital to increase two-way trade and investment between Africa and the United States. To date, Prosper Africa has directly supported more than 280 deals to close for a total of over \$22 billion.
- Creating an effective enabling environment for investment is a key focus of the [Indo-Pacific Strategy](#).
- USAID's work on harmonizing technical specification standards and licensing work in Latin America have created \$100 million in regulatory burden savings for U.S. exporters of medical devices and introduced streamlined border processes, saving \$8.8 million in Colombia alone.

- The Global Innovation through Science and Technology (GIST) program promotes American leadership in science, technology, and innovation by catalyzing connections between Americans and premier foreign entrepreneurs in priority emerging markets, advancing American values, and has created 241 new jobs in 2020.

Performance Goal 2.1.1: Supporting the Export of U.S. Goods and Services

Performance Goal Statement: By 2022, using 2017 baseline data, support increased exports of U.S. goods and services by increasing by 50 percent appropriate commercial advocacy for U.S. businesses. (State and USAID)

Key Performance Indicators

Table 37: Number of Annual State Department high-level commercial advocacy efforts to support U.S. export of goods and services

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | 40 | 48 | 38 | 44 |
| Actual | 44 | 44 | 34 | 40 | 104 |

Indicator Analysis for Table 37:

- More effective data capture this year led to what appears to be a significant increase.
- FY 2020 data reflect greater accuracy.

Table 38: Number of U.S. aviation agreements reached or expanded

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 2 | 2 | 2 |
| Actual | 2 | 2 | 6 | 7 | 2 |

Table 39: The World Bank's Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 70 | 70 | 73 |
| Actual | 67 | 71.4 | 72.8 | 76.6 | 77 |

Performance Goal 2.1.2: Increasing U.S. Digital Exports

Performance Goal Statement: By 2022, support increases in exports of U.S. digital products and services by advocating for regulatory environments that enable cross-border data flows and digital trade, contributing to information and communications technology (ICT) services growing to more than \$70 billion. (State)

Key Performance Indicators

Table 40: Value of information and communications technology services exports

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|----------------|--------------|----------------|----------------|----------------|
| Target | N/A | N/A | \$68 billion | \$73 billion | \$72 billion |
| Actual | \$66.1 billion | \$68 billion | \$70.9 billion | \$71.5 billion | \$51.9 billion |

Indicator Analysis for Table 40: COVID-19 impacted the implementing environment resulting in a larger-than-expected (-) discrepancy in target achievement. Due to COVID-19, economic growth writ-large slowed in the United States and globally. The first part of FY 2020 saw positive growth in the ICT sector. Roughly eight months of FY 2020 were spent with the world dealing with COVID-19, but the pandemic highlighted the significant need for more connectivity globally. Therefore, ICT exports are expected to increase in FY 2021.

Table 41: Number of companies participating in the U.S.-EU Privacy Shield

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 2,850 | 4,500 | 5,000 |
| Actual | 0 | 2,480 | 4,000 | 5,100 | 5,000 |

Indicator Analysis for Table 41: On July 16, 2020, the EU's highest court in its ruling in the Schrems II case invalidated the legal basis for the EU-U.S. Privacy Shield framework and imposed substantial burdens on parties using standard contractual clauses. There is a possibility the FY 2021 targets could decrease in the future, however, the Department of Commerce is still maintaining Privacy Shield and companies continue to sign up and renew as the U.S. and EU governments continue to cooperate on analyzing options.

Table 42: Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 6 | 10 | 12 |
| Actual | 4 | 4 | 8 | 8 | 8 |

Indicator Analysis for Table 42: COVID-19 led to activity modifications or redirections that resulted in a larger-than-expected (-) discrepancy in target achievement. Three economies joined the CBPRs in 2018 – Singapore, Australia, and Chinese Taipei – bringing the total to eight. The Philippines has also committed to joining. The CBPR system was recognized in the new trade agreement among the United States, Mexico, and Canada.

Performance Goal 2.1.3: Science, Technology, and Innovation

Performance Goal Statement: By 2022, increase the number of partners engaged with the U.S. to promote and expand cooperation in science, technology, and innovation to boost American prosperity. (State and USAID)

Key Performance Indicators

Table 43: Number of private-sector firms that have improved management practices or technologies as a result of U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 1,574 | 989 | 839 |
| Actual | N/A | 2,119 | 1,443 | 832 | 85,081 ¹³ |

Indicator Analysis for Table 43:

- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.
- The net total FY 2020 actual number was much larger than the target because some implementers digitized delivery of assistance and thus increased the scale of their outreach, and there was increased demand from beneficiary firms.
- The indicator does not account for the magnitude of change, e.g., account for the quality difference between high-touch and low-touch interventions. Digital trainings do not necessarily mean low-touch, but with an order of magnitude increase in outreach in the metric likely does capture more low-touch activity.

¹³ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 44: Number of countries that participate in State scientific fellowships and exchanges

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 45 | 45 | 50 |
| Actual | 52 | 48 | 49 | 61 | 0 |

Indicator Analysis for Table 44:

- COVID-19 led to staffing constraints that resulted in a larger-than-expected discrepancy in target achievement.
- COVID-19 affected the implementing environment, resulting in a larger-than-expected (-) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (-) discrepancy in target achievement.

Strategic Objective 2.2: Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets, and support U.S. prosperity and security objectives

Strategic Objective Progress Update

- The global COVID-19 pandemic has made in-person delivery of technical assistance difficult, and increased the appetite of affected firms for assistance on adapting to structural shifts in demand, such as in tourism, and on adhering to new local health and safety regulations.
- Many USAID field Operating Units (OUs) adapted their activities to focus on newly affected sectors, help existing businesses stay formal, and scaled their outreach virtually. The net effect across the Agency has been to benefit more firms than expected.
- During FY 2020, USAID and the Department reached more than 23 million children and youth with basic education programs. These programs provide children and youth, particularly the most marginalized and vulnerable, with increased access to high-

quality education that is safe and relevant, and promotes social well-being; enable children and youth to gain literacy, numeracy, and social-emotional skills that are foundational to future learning and success; and provide youth with the skills they need to lead productive lives, gain employment, and positively contribute to society.

- In response to COVID-19, USAID consolidated and [developed evidence and guidance](#) to support education programmatic shifts resulting from the COVID-19 pandemic and [engaged and convened other donors](#) and the private sector to support rapid responses to the crisis.
- In FY 2020, USAID and the Department of State continued to see results from long-term investments in national systems to support livelihoods, community-based forestry activities, and other sustainable landscapes activities, including Payments for Ecosystem Services, resilient agriculture, improved land tenure, and improved land management.
- 2020 marked the tenth anniversary of the [Feed the Future](#) initiative. Over the last ten years, Feed the Future has helped an estimated 23.4 million people rise above the poverty line and ensured 3.4 million children are living free of stunting. An estimated 5.2 million families are living free from hunger where Feed the Future has focused its efforts. Poverty has dropped 23 percent in places where Feed the Future has worked, and child stunting has dropped 32 percent. In addition, since 2011, Feed the Future has unlocked more than \$3.5 billion in agricultural financing that enabled farmers and businesses to grow; helped farmers generate more than \$13.7 billion in agricultural sales; and developed and deployed more than 1,000 technologies and approaches for agriculture and nutrition.
- During FY 2020, USAID and the Department of State reached more than 5.3 million people with basic water and sanitation services, despite the challenges created by the COVID-19 pandemic.
- Despite this progress, the COVID-19 pandemic is having significant impacts on food and water security for populations where State and USAID operate. Pandemic-related increases in poverty, hunger, malnutrition, and water insecurity were felt most in vulnerable countries where USAID's Bureau for Resilience and Food Security already prioritizes action. Department and USAID staff pivoted programs where possible to help countries mitigate the socio-economic impacts of the pandemic, such as greater food insecurity and decreased access to water and sanitation services. This included enhanced tracking of COVID-19 program adjustments for accountability, and new analytics to understand better the pandemic's evolving impacts.
- The [Women's Global Development and Prosperity](#) (W-GDP) Initiative is the first whole-of-Government effort to advance women's economic empowerment globally.
 - In FY 2020, USAID and the Department of State continued to implement the multi-year W-GDP initiative. USAID managed the W-GDP Fund and allocated \$100 million in FY 2019 funds (in addition to \$100 million in FY 2018

funds) to more than 40 activities with Missions, private-sector partners, and interagency partners to reduce barriers to women's economic empowerment.

- The W-GDP Fund activities are also enhancing the enabling environment for women through normative changes and legal reforms.
- The Round-1 W-GDP activities supported by the W-GDP fund reached 67,126 women in FY 2020. In Spring 2020, USAID issued another call for concept notes, followed by ongoing co-creation and Round-2 W-GDP Fund activity-design efforts.

Performance Goal 2.2.1 (Agency Priority Goal): Resilience and Food Security

Performance Goal Statement: By September 30, 2021, Feed the Future will exhibit an average reduction in the prevalence of poverty by 26 percent and stunting by 35 percent across target regions in Feed the Future's focus countries since the beginning of the initiative in Fiscal Year (FY) 2010. (USAID)

Key Performance Indicators

Table 45: Value of annual sales of producers and firms that are receiving U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | \$2.34B |
| Actual | N/A | N/A | N/A | N/A | \$2.81B |

Indicator Analysis for Table 45: While COVID-19 impacts resulted in negative target achievement for many activities in FY 2020, strong positive results for other activities offset this negative impact and led to overall positive target achievement on this indicator. Most notably, the Coffee Farmer Resilience Initiative exceeded its targets due to reaching more lending clients in Peru, Rwanda, and Uganda.

Table 46: Number of individuals in the agriculture system who have applied improved management practices or technologies with U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | N/A | N/A | 10.26M |
| Actual | N/A | N/A | N/A | N/A | 7.37M ¹⁴ |

Indicator Analysis for Table 46: COVID-19 affected the implementing environment, resulting in a larger-than-expected (-) discrepancy in target achievement.

Table 47: Value of new private-sector investment leveraged by the U.S. Government to support food security and nutrition

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | N/A | N/A | \$784.00M |
| Actual | N/A | N/A | N/A | N/A | TBD ¹⁵ |

¹⁴ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

¹⁵ FY 2020 actual is TBD and will be updated once accurate and complete data for this indicator are available in early 2021.

Table 48: Number of children under age five reached with nutrition-specific interventions through programs funded by the U.S. Government

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | N/A | N/A | 28.49M |
| Actual | N/A | N/A | N/A | N/A | 29.7M ¹⁶ |

Table 49: Hectares under improved management practices or technologies that promote improved climate-risk reduction and/or natural-resources management

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | N/A | N/A | 4.51M |
| Actual | N/A | N/A | N/A | N/A | TBD ¹⁷ |

¹⁶ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

¹⁷ FY 2020 actual is TBD and will be updated once accurate and complete data for this indicator are available in early 2021.

Table 50: Number of USAID Feed the Future evaluations completed

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: 2 Q2: 2 Q3: 2 Q4: 2 |
| Actual | N/A | N/A | N/A | N/A | Q1: 7 Q2: 2 Q3: 3 Q4: 4 |

Indicator Analysis for Table 50: This + discrepancy in target achievement is due to the fact that the evaluation completion date and date of upload to the [Development Experience Clearinghouse \(DEC\)](#) often do not match. An evaluation is included in the quarter in which it appeared on the DEC and not when it was completed.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|---|
| FY 2020, Q1 | Complete Evidence-Cycle Strategic Approaches (SAs) | Complete | The Bureau for Resilience and Food Security (RFS) completed the SAs it promotes for Agriculture-Led Growth, Water, Nutrition, and Resilience. The SAs may be iterated during the co-design of the next step, which is the evidence-aggregation process. |
| FY 2020, Q2 | Complete Programmatic Approaches of the Evidence Cycle | Complete | RFS has finalized the PAs during the Fourth Quarter (Q4). The PAs may be iterated upon during the co-design of the next step, which is the evidence-aggregation process. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|--|
| FY 2020, Q3 | Complete Bureau for Resilience and Food Security/Mission Resilience and Food Security (MRFS) - Feed the Future Strategic Performance Review | Delayed | USAID has paused Strategic Performance Reviews for Missions because of COVID-19. RFS plans to hold a truncated review focused on Mission responses to the coronavirus pandemic and will likely push full Mission Strategic Review into Q4 of FY 2021 or Q1 of 2022. |
| FY 2020, Q3 | Complete the Annual <i>State of Resilience and Food Security (SORFS) Report</i> | Delayed | USAID will produce a “lite” version of the SORFS in Q1 FY 2021 to inform the RFS Bureau-level strategic review process. |
| FY 2020, Q4 | Complete pilot of Feed the Future Country Graduation-Readiness Review | Delayed | It is estimated that the secondary impacts of the COVID-19 pandemic will result in (at least) 100 million additional people descending into extreme poverty, food insecurity, and chronic hunger, and that these impacts will persist into and beyond FY 2021. Given the evolving dynamics of the pandemic, and its anticipated impact on the economies of the 12 target countries, the interagency decided not to conduct graduation reviews in FY 2020. The reviews are expected to resume in Q3 of FY 2021, contingent on the trajectory of the pandemic. |
| FY 2020, Q4 | Disseminate report on methods to measure humanitarian-assistance need averted | Delayed | USAID will share the research report with external peer reviewers in Q1 FY 2021 and publish the final version in Q2 FY 2021. USAID expects to publish guidance on application of the humanitarian assistance need-averted measurement approach in Q4 FY 2021. |

Performance Goal 2.2.2: Gender Equality and Women's Empowerment

Performance Goal Statement: By 2022, achieve parity in participation between women and men in programs that are designed to increase access to economic resources. (State and USAID)

Key Performance Indicators

Table 51: Percentage of female participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 55.42% | 55.99% | 47.45% |
| Actual | 53.55% | 52.61% | 50.39% | 43.96% | 42.00% ¹⁸ |

Indicator Analysis for Table 51:

- COVID-19 affected the implementing environment, resulting in a larger-than-expected (-) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (-) discrepancy in target achievement.

¹⁸ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 52: Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 54.72% | 48.80% | 65.13% |
| Actual | N/A | 41.75% | 51.89% | 59.25% | 69.00% ¹⁹ |

¹⁹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 2.2.3: Gender-Based Violence

Performance Goal Statement: By 2022, increase the number of people reached by U.S. Government-funded interventions providing gender-based violence (GBV) services (with 2016 as the baseline). (State and USAID)

Key Performance Indicators

Table 53: Number of people reached by a U.S. Government-funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 843,156 | 2.058M | 2.032M |
| Actual | 3.146M | 4.338M | 5.050M | 8.860M | 2.454M ²⁰ |

Indicator Analysis for Table 53: The FY 2020 target for this indicator has been exceeded by 21 percent. Some U.S. Government-funded interventions have scaled-up to respond to the GBV precipitated by the confinement, stress, and economic crises caused by the COVID pandemic. Other projects are benefiting more survivors through improved GBV services: more health worker training, public education, access to referral systems, outreach to survivors of sexual assault, and the collection of prevention and response data on GBV.

²⁰ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 54: Number of legal instruments drafted, proposed, or adopted with U.S. Government assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | 61 | 86 | 74 |
| Actual | 2 | 47 | 56 | 77 | 171 ²¹ |

Indicator Analysis for Table 54: The FY 2020 indicator target has been exceeded by 131 percent. Indonesia accounts for much of this increase. Indonesia adopted additional Standard Operating Practices. Unexpectedly, many Standard Operating Practices were adopted at the same time. For example, in Afghanistan, many longstanding efforts came to fruition in FY 2020, including policies and regulations that govern women’s protection centers. In Egypt, USAID was able to support four legal additional instruments after establishment of the National Committee to Eradicate Female Genital Mutilation.

²¹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 2.2.4: Improved Learning in Primary Grades

Performance Goal Statement: By 2022, the percentage of children and young people at the end of primary school achieving at least a minimum proficiency level in reading and math will increase in at least 10 countries. (USAID)

Key Performance Indicators

Table 55: Number of countries with improved learning in primary grades

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-----------------|
| Target | N/A | N/A | 2 | 4 | 6 |
| Actual | N/A | N/A | N/A | 4 | 4 ²² |

Indicator Analysis for Table 55: COVID-19 affected the implementing environment, resulting in a larger-than-expected (-) discrepancy in target achievement.

²² Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 56: Number of learners in primary schools or equivalent non-school-based settings reached with U.S. Government education assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-----------------------|
| Target | N/A | N/A | 23.389M | 30.651M | 33.759M |
| Actual | 20.004M | 25.259M | 35.095M | 32.643M | 23.714M ²³ |

Indicator Analysis for Table 56: COVID-19 impacted the implementing environment resulting in a larger-than-expected (-) discrepancy in target achievement.

²³ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 2.2.5: Supporting Growth of Private Firms

Performance Goal Statement: By 2022, increase sales and employment of 25,000 firms through technical assistance to improve business performance. (USAID)

Key Performance Indicators

Table 57: Number of firms receiving U.S. Government-funded technical assistance for improving business performance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-----------------------|
| Target | N/A | N/A | 14,471 | 98,959 | 54,927 |
| Actual | 1,614 | 71,347 | 99,546 | 115,615 | 136,731 ²⁴ |

Indicator Analysis for Table 57:

- COVID-19 affected the implementing environment, resulting in a larger-than-expected (+) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.

²⁴ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 58: Full-time-equivalent employment of firms assisted under U.S. Government programs

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 7,483 | 18,764 | 26,592 |
| Actual | 21,259 | 25,002 | 19,345 | 19,092 | 55,782 ²⁵ |

Indicator Analysis for Table 58:

- COVID-19 affected the implementing environment, resulting in a larger-than-expected (+) discrepancy in target achievement.
- COVID-19 led to award (or activity) modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.

Performance Goal 2.2.6: Sustainable Environmental Practices

Performance Goal Statement: By 2022, partner institutions and individuals adopt sustainable environmental practices, resulting in improved health and economic outcomes. (State and USAID)

Key Performance Indicators

²⁵ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 59: Number of people gaining access to basic drinking water services as a result of U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | N/A | 3.114M | 2.888M |
| Actual | N/A | N/A | N/A | 2.562M | 2.27M ²⁶ |

Indicator Analysis for Table 59: Results for this indicator were slightly below the target for FY 2020. However, the COVID-19 pandemic affected the implementing environment, resulting in a larger-than-expected discrepancy in target achievement, as water-service providers had less revenue and higher operating costs, making it more difficult to expand services, even with USG assistance. In addition, these data are preliminary, and numbers may increase, as some USAID Missions have not yet reported results for this year.

Table 60: Number of people gaining access to a basic sanitation service as a result of U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 7.333M | 8.506M | 3.264M |
| Actual | 2.964M | 1.554M | 3.066M | 3.601M | 2.99M ²⁷ |

²⁶ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

²⁷ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 61: Number of people with improved economic benefits derived from sustainable natural-resource management and/or biodiversity conservation as a result of U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-----------------------|
| Target | N/A | N/A | 544,522 | 883,988 | 885,106 |
| Actual | 1.429M | 363,863 | 585,555 | 810,471 | 511,965 ²⁸ |

Table 62: Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of U.S. Government sustainable landscapes activities

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------------|
| Target | N/A | N/A | 24,800 | 100,315 | 736,505 |
| Actual | 13,870 | 59,493 | 174,410 | 372,763 | 2,296,251 ²⁹ |

Indicator Analysis for Table 62: Reporting for FY 2020 included lump-sum results from large-scale development activities that USAID has supported for years, such as Vietnam's Payment for Ecosystem Services system, which supports forest-dependent communities in many areas of the country.

²⁸ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

²⁹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 63: Number of countries that have positive engagements on strategically addressing air pollution with the U.S. Government

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 2 | 8 | 50 |
| Actual | N/A | 0 | 1 | 48 | 65 |

Indicator Analysis for Table 63: The $> +10$ percent deviation in target achievement is primarily attributable to the State's strengthening of its foreign-assistance programming in air quality, embassy air-quality monitoring program, and virtual air-quality fellowship. The greater-than-expected number of countries with positive U.S. Government engagements thus results from State's broad investment of energy and resources to address the growing global threat posed by air pollution to human health, economic development, and the environment.

Strategic Objective 2.3: Advance U.S. economic security by promoting market-oriented economic and governance reforms, combating corruption, and ensuring energy security.

Strategic Objective Progress Update

The U.S. Department of State and USAID work to improve the energy security of the United States, its allies, and partners, to combat corruption globally and to promote fiscal transparency around the world so that U.S. citizens and businesses face a level playing field and market-oriented economic governance advances.

- Facilitated European energy security by 1) delaying construction on the Nord Stream 2 pipeline through sanctions; 2) facilitating three European natural gas-diversification infrastructure projects now under construction; and, 3) supporting Ukrainian unbundling reforms, that all led to pressure on Russia to agree to a gas contract with Ukraine securing its transit revenues.
- Supported the development of oil, gas, and renewable energy resources with best practices in transparency and environmental and safety standards, as well as power-market reforms, in Latin America that helped the region increase energy security and provided opportunities to U.S. energy firms.
- Supported implementation of the Extractive Industries Transparency Initiative (EITI); a multi-stakeholder partnership between the private sector, governments, and civil society to ensure good governance and transparency in the management of extractive resources. USAID's financial support continued to promote a fair and open playing field in priority countries and helped expand implementation to new key EITI members, including Guyana and Uganda.
- Expanded the [Energy Resource Governance Initiative](#) (ERGI) to support resilient, diverse, and soundly governed critical energy mineral supply chains needed for batteries, electric vehicles, and renewables. The Five ERGI Founding Partners, Australia, Botswana, Canada, Peru, and the United States, all signed the ERGI Memorandum of Understanding (MoU) in October 2020.
- Supported the sovereign right of Southeast Asian nations to develop an estimated \$2.5 trillion of their South China Sea oil and gas resources undeveloped due to expansive Chinese territorial claims through Asia [Enhancing Development and Growth](#) (EDGE). Assisted Vietnam and the Philippines to focus on development of open, transparent natural-gas markets that advanced more than \$3 billion in commercial deals.

- More than 1,000 participants from 70 utilities across 68 countries attended USAID’s Digitalization and Cybersecurity webinar series, which resulted in new business opportunities, valuable market research, and a better understanding of perpetrators’ latest techniques to help develop cyber-attack mitigation programs, which reduced those vulnerabilities in a \$19 billion energy cybersecurity market.
- The Department of State and USAID worked bilaterally and multilaterally to strengthen the capacity of foreign governments to investigate, prosecute, and adjudicate public- and private-sector corruption. Both USAID and the Department of State provided technical assistance, mentorship, and skills training to investigators and prosecutors in countries across the globe who are working on high profile, transnational cases.

Performance Goal 2.3.1: Increased Energy Exports, Security, and Access

Performance Goal Statement: By 2022, promote an increase in U.S. energy exports and achieve for the United States, its allies, and partners increased energy security and access to diversified, affordable, and reliable energy sources. (State and USAID)

Key Performance Indicators

Table 64: Number of beneficiaries with improved energy services due to USG assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|----------------|---------------|---------------|----------------|------------------------------|
| Target | N/A | N/A | 8.689 million | 2.929 million | 10 million |
| Actual | 11.189 million | 9.210 million | 9.500 million | 15.774 million | 49.689 million ³⁰ |

³⁰ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Indicator Analysis for Table 64: Improvement in energy services in FY 2020 resulted from an increase in clean generational capacity in countries such as Indonesia, Pakistan, and Senegal. Additionally, significant improvements in electricity systems and trading in Central America will increase energy access across the region.

Table 65: Value of U.S. exports of 1) energy resources, 2) energy-sector services, and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|-----------------|-----------------|------------------|---------------|
| Target | N/A | N/A | \$5 billion | \$7 billion | \$8 billion |
| Actual | N/A | \$3.374 billion | \$5.175 billion | \$13.823 billion | \$8.0 billion |

Indicator Analysis for Table 65: Data for value of exports are preliminary because the Department of State is still awaiting interagency reports as of December 31, 2020, that will provide additional reportable exports.

Table 66: Amount of investment mobilized (in US\$) for energy projects (including clean energy) as supported by U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|-----------------|-----------------|-----------------|-------------------------------|
| Target | N/A | N/A | \$7.613 billion | \$5.749 billion | \$8.357 billion |
| Actual | N/A | \$7.634 billion | \$5.999 billion | \$3.324 billion | \$2.382 billion ³¹ |

Indicator Analysis for Table 66: This indicator predominately represents investments in new energy capacity. Due to the nature of these investments, it is hard to predict the success rate of active project proposals and the timing of financial close; thus the targets are approximate only. Support for large-scale renewable energy auctions can also cause large year-to-year fluctuations in the magnitude of results reporting, as these are outliers in the overall total.

Table 67: Clean energy generation capacity supported by U.S. Government assistance that has achieved financial closure

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 13,812 | 8,325 | 13,029 |
| Actual | 3,642 | 5,094 | 7,895 | 14,436 | 7,657 ³² |

³¹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

³² Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Indicator Analysis for Table 67: This indicator predominately represents investments in new energy capacity. Due to the nature of these investments, it is hard to predict the success rate of active project proposals and the timing of financial close; thus the targets are approximate only.

Table 68: Number of energy-sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | 167 | 213 | 240 |
| Actual | 474 | 427 | 235 | 317 | 209 ³³ |

Table 69: Number of countries that improved their energy infrastructure to reduce their vulnerabilities to a dominant gas supplier or to reduce dependence on an oil subsidy scheme, or reduced their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 2 | 4 | 6 |
| Actual | N/A | N/A | 1 | 5 | 9 |

³³ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 2.3.2: Prevent and Combat Corruption

Performance Goal Statement: Through 2022, prevent and combat corruption and its role in related criminal activity by strengthening other countries' commitment and capacity to address it through increased anti-corruption training and anti-corruption measures. (State and USAID)

Key Performance Indicators

Table 70: Number of government officials receiving U.S. Government-supported anti-corruption training

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|----------------------|
| Target | N/A | N/A | 10,036 | 10,753 | 20,000 |
| Actual | 11,289 | 13,991 | 15,804 | 38,800 | 28,388 ³⁴ |

³⁴ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 71: Number of people affiliated with NGOs receiving U.S. Government -supported anti-corruption training

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 13,814 | 12,125 | 12,000 |
| Actual | 4,689 | 15,127 | 15,875 | 13,613 | 7,377 ³⁵ |

Table 72: Number of anti-corruption measures proposed, adopted, or implemented due to U.S. Government assistance, to include laws, policies, or procedures.

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|------------------|
| Target | N/A | N/A | 125 | 400 | 400 |
| Actual | 163 | 331 | 704 | 973 | 56 ³⁶ |

³⁵ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

³⁶ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 2.3.3: Improve Fiscal Transparency

Performance Goal Statement: By 2022, through assistance to central governments or non-governmental organizations, improve fiscal transparency in at least five countries assessed as not meeting the minimum requirements under the fiscal transparency review process. (State and USAID)

Key Performance Indicator

Table 73: Number of target countries with new Fiscal Transparency Innovation Fund projects

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 7 | 7 | 12 |
| Actual | 10 | 12 | 12 | 14 | 15 |

Indicator Analysis for Table 73: State/EB maintains a database of projects supported through the FTIF, selected and approved by an interagency panel that consists of subject-matter experts from the Department and USAID. The FY 2020 results list those projects obligated by September 30, 2020 (which correlates to projects funded with FY 2019 ESF funds). The FY 2021 indicator target is larger than FY 2020, adjusted to reflect a change in the number of FTIF applications received from posts. As the FTIF program has matured, the Department and USAID have conducted increased outreach and consultations with posts, resulting in more interest in the program and higher numbers of strategic and sustainable projects. This includes earlier and more targeted consultations with posts in priority countries, increased public messaging through Department social media and events (conferences, IVLPs, etc.), and better collaboration with other Bureaus and civil society.

Strategic Goal 3: Promote American Leadership through Balanced Engagement

Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

Strategic Objective Progress Update

- Countries undergoing a Strategic Transition are those that objectively show relatively advanced levels of self-reliance in terms of the data on commitment and capacity as presented on a Journey to Self-Reliance [Country Roadmap](#). In many of these countries, traditional forms of assistance and the traditional donor-recipient relationship may no longer be appropriate.
- In FY 2020, USAID approved seven Strategic Transition *Country Development Cooperation Strategies* (CDCSs) (Armenia, Colombia, Georgia, Jamaica, Mexico, North Macedonia, and Peru).
- State and USAID engaged on setting priorities for countries that are undergoing Strategic Transition. As such, several of these CDCSs highlight aspirational changes to the diplomatic relationships over the course of their strategies, primarily to relationships based on shared economic and security concerns around countering malign actors.
- Each of these CDCSs draw on data and evidence to identify how traditional forms of assistance can transition to new business models and use advanced modalities based on specific areas of advanced capacity and commitment.
- The CDCSs emphasize increased expectations for countries to mobilize and manage their own resources better to meet their development challenges. Private-sector investment, diaspora investment, and philanthropy are key progress agents.

Performance Goal 3.1.1: Country-Level Self-Reliance

Performance Goal Statement: By 2022, all USAID Country Development Cooperation Strategies (CDCSs) will address ways to strengthen partner country capacity to further its self-reliance. (USAID)

Key Performance Indicators

Table 74: Percentage of USAID Country Development Cooperation Strategies that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further its self-reliance

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | 15.87% | 82.5% |
| Actual | N/A | N/A | 3.17% | 14.29% | 64% |

Indicator Analysis for Table 74:

- In FY 2020, the Agency approved 25 CDCSs, bringing the cumulative total to 34 approved by September 2020. COVID-19 led to staffing constraints that prevented USAID's ability to adhere to planning schedules. The resulting delays account for discrepancy between the target and actuals. The Agency remains on track to meet the FY 2021 target of 100 percent.
- Ten countries included in the initial denominator of 63 made the decision to develop alternate strategic documents in lieu of standard CDCSs and are therefore not accounted for here. The new denominator is 53 CDCSs.

Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing

Strategic Objective Progress Update

- According to the [President's National Security Strategy](#) and the New Approach to Relief Framework, State and USAID have achieved some success toward more-equitable burden-sharing of international humanitarian assistance. The U.S. relative share of government-provided international humanitarian assistance slightly decreased from 30.5 percent in Calendar Year (CY) 2017 to 30.2 percent in CY 2019.³⁷
- The Humanitarian Assistance Steering Council (HASC), a senior-level mechanism between State and USAID for coordinating U.S. humanitarian assistance, continues the implementation of its Donor Outreach Plan in pursuit of U.S. burden-sharing goals, which are to bring the United States down to a quarter of public humanitarian-assistance contributions through increased participation by new and other country donors. To maximize results, the HASC has updated this strategy to focus on more high-level engagement with key stakeholders. In FY 2020, State convened a side event at the United Nations (UN) General Assembly (UNGA) with the world's top ten humanitarian donors, which prompted Saudi Arabia to contribute \$204 million toward the response to the Yemen crisis to fulfil previous pledges and secure an invitation to the event. The momentum from the event led Germany to propose joint efforts at fundraising, which resulted in a successful Rohingya donor conference, which raised nearly \$600 million in humanitarian aid from 25 different donors.
- These U.S. diplomatic efforts are designed to encourage broader engagement and investment by other country donors in humanitarian response, thereby lowering the relative U.S. share and contribution level; however, the achievement of specific increases in other donor funding depends on a range of factors. For example, the unprecedented pandemic of COVID-19 presented significant challenges to the humanitarian system and the funding environment. The pandemic not only resulted in a drastic increase of humanitarian need and funding requirements, but also brought on a global economic downturn and eroded

³⁷ Sources for the analysis are the Development Initiatives' Global Humanitarian Assistance (GHA) annual reports. GHA information for CY 2020 is not yet available.

the capacity of some governments to respond. While some donor governments increased their 2020 funding (thereby having a positive impact on U.S. burden-sharing goals), this increase is not necessarily representative of an overall trend.

Performance Goal 3.2.1: Multilateral Engagement

Performance Goal Statement: By 2022, U.S. contributions as a percentage of total funding support for international organizations are reduced below 2017 levels. (State)

Key Performance Indicators

Table 75: United Nations peacekeeping rate of assessment

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 28.4% | 25% | 25% |
| Actual | 28.6% | 28.5% | 28.4% | 27.9% | 27.9% |

Indicator Analysis for Table 75: The next opportunity to achieve a reduction in the U.S. peacekeeping assessment rate at the United Nations will be in negotiations that occur in the UN General Assembly in 2021, with new assessment rates taking effect in January 2022. There are lessons learned from the 2018 negotiations that include the need to assess whether incentives are necessary to obtain commitments from other countries to assume a greater share of UN peacekeeping expenses.

Performance Goal 3.2.2: Burden Sharing in Humanitarian Funding

Performance Goal Statement: By 2022, through routine and robust engagement with donors and key stakeholders, advocate for increased burden sharing in the global humanitarian response. (State and USAID)

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|---|
| FY 2020 | Develop measurement tools and a data collection approach to track engagement, including identifying bilateral and multilateral meetings (e.g. UN General Assembly, Security Council, Executive Boards, and others) that present prime opportunities to engage with donors; identifying the most appropriate interlocutors to engage; developing and coordinating messaging; and integrating burden sharing messaging as a priority in U.S. Government engagements in these forums. | Complete | <ul style="list-style-type: none"> The Donor Outreach Plan includes various burden-sharing goals for U.S. engagement, supplemented with semi-annual analysis to support data-collection and track engagement, as well as a calendar of burden-sharing opportunities that is monitored and updated regularly. During FY 2020, State and USAID officials incorporated burden-sharing objectives into official statements in various fora, including the UN Security Council, and resolutions adopted by the UNGA, U.S. participation in governing boards, and donor conferences, resulting in increased humanitarian contributions from several target donors. |
| FY 2020, Q3 | Provide an update to the Humanitarian Assistance Steering Council leadership on progress towards improved donor burden sharing. | Complete | <ul style="list-style-type: none"> The June 2020 update to the HASC leadership showed progress made towards improved burden sharing. The U.S. relative share of international humanitarian assistance slightly decreased from 30.5 percent in CY 2017 to 30.2 percent in CY 2019.³⁸ |

³⁸ Sources for the analysis are the Development Initiatives' Global Humanitarian Assistance (GHA) annual reports. GHA information for CY 2020 is not yet available.

Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion

Strategic Objective Progress Update

Though facing unprecedented challenges because of the global pandemic, the Department of State and USAID continue to engage civil society and the private sector to maximize the Department's and USAID's abilities to effect positive change and influence foreign emerging leaders and publics. USAID and the Department will work to increase engagement with private-sector partners including, where appropriate, the creation of new partnerships through the implementation and operationalizing of [USAID's Private-Sector Engagement \(PSE\) Policy](#) (launched in December 2018), and cooperation on people-to-people exchange programs. Advancing the PSE policy will enable Missions and external actors to increase opportunities for enterprise-driven development, market-led approaches, and enhanced development outcomes.

- By quickly pivoting to increased virtual programming after the curtailment of most in-person and traveling exchanges, the Department of State was able to maintain a high level of foreign public engagement, though well below the expected targets for FY 2020. The Department of State achieved a little more than half of its targets for private-sector partnerships for international exchanges and policy-driven programming at American Spaces. Virtual programming will continue into FY 2021. A recent independent survey of the virtual engagement field is available here: <https://www.stevensinitiative.org/resource/2020-survey-of-the-virtual-exchange-field/>
- USAID's [restructuring](#) in 2020 led to the establishment of the PSE Hub in the Bureau for Development, Democracy, and Innovation . The PSE Hub's role is to create the institutional conditions and operating infrastructure necessary to implement private-sector engagement and partnerships in the Agency. The PSE Hub is uniquely situated to tackle systemic constraints and lead the development of critical new systems, tools, and Agency-wide change initiatives for achieving this strategic objective with respect to partnerships with the private sector.
- In 2020, USAID released the [PSE Evidence Gap Map](#), a new, interactive tool that serves as a repository of existing evidence on PSE and can be sorted by country, sector, and ways of engaging the private sector. New evidence will be added over time to fill current gaps.

- Ninety-seven percent of USAID OUs are implementing PSE plans, covering over 1,500 PSE actions identified to advance private-sector engagement across the Agency.
- The Department and USAID launched the [COVID-19 Private-Sector Engagement and Partnership Fund](#), established to strengthen the efforts of the private sector and bolster ongoing response efforts in response to the pandemic of COVID-19.
- USAID issued an updated Global Development Alliance (GDA) Annual Program Statement (APS) that featured a new, streamlined Expression of Interest option for private-sector entities to submit concepts with a special emphasis on partnership opportunities with commercial private-sector entities.
- In highly volatile sociopolitical environments, State-DRL implementing partners have trained tens of thousands of human rights defenders and organizations around the world. This Fiscal Year, 7,490 human rights defenders and 1,180 organizations received training by DRL implementing partners. Additionally, 826 civil-society organizations received support through DRL implementing partners to conduct advocacy for a variety of causes. These programs train and support civil-society organizations (CSOs) in monitoring the effectiveness of justice systems and promoting fundamental freedoms worldwide.

Performance Goal 3.3.1: Increased Collaboration

Performance Goal Statement: By 2022, increase partnerships with the private and public sectors in order to promote shared goals, leverage resources, and utilize expertise for more sustainable results. (State and USAID)

Key Performance Indicators

Table 76: Amount of resource commitments by non-U.S. Government public and private entities in support of U.S. foreign policy goals

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|------------------|------------------|------------------|------------------|------------------|
| Target | N/A | N/A | \$28.900 billion | \$28.900 billion | \$55.300 billion |
| Actual | \$28.416 billion | \$25.300 billion | \$55.700 billion | \$54.200 billion | \$56.364 billion |

Table 77: Number of civil-society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------------------|
| Target | N/A | N/A | 5,755 | 6,021 | 5,807 |
| Actual | 5,158 | 7,524 | 7,696 | 7,537 | 5,531 ³⁹ |

³⁹ Data collection for this indicator was still in progress at time of publication. Data represent information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Table 78: Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private-sector organizations in support of USG-funded diplomatic exchange programs

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 29,766 | 29,766 | 10,000 |
| Actual | 29,082 | 29,206 | 31,334 | 29,070 | 15,177 |

Indicator Analysis for Table 78: COVID-19 affected the implementing environment, resulting in a larger-than-expected discrepancy in target achievement. The FY 2020-2022 targets are adjusted accordingly. With many programs suspended and others transitioned to virtual, we anticipate a significant reduction in the number of partners during FY 2020 and FY 2021. Numbers should rebound in FY 2022.

Table 79: Percent of participants reporting ability to apply digital skills learned at TechCamp to their work

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | 90% | 95% | 85% |
| Actual | 80.79% | 84.58% | 92% | 97% | TBD ⁴⁰ |

⁴⁰ Due to the pandemic, all FY 2020 programs were postponed from their original dates. Several virtual events were held in autumn 2020 and will have their first (90 day) surveys in early 2021. Tech Camp will report out its FY 2020 results in next year's iteration of the APP/APR.

Indicator Analysis for Table 79: In lowering targets for FY 2020-2022, it is more difficult for alumni to implement their proposed projects and use their new skills through FY 2022 because so many of the projects require working directly with others, and alumni may be under quarantine protocols or out of work.

In FY 2019, 97 percent of respondents indicated that they are using digital skills and knowledge learned in their Tech Camp in their work. Furthermore, 87 percent have shared these skills with others in their organizations or communities, and 88 percent have seen positive results in their organizations or communities as a result of applying these skills.

Performance Goal 3.3.2: Favorability of Foreign Publics

Performance Goal Statement: By 2022, increase approval of United States Government policies among influential foreign publics. (State)

Key Performance Indicators

Table 80: Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|--------------|--------------|--------------|--------------|--------------|
| Target | N/A | N/A | 12.9 million | 70.3 million | 30 million |
| Actual | 40.4 million | 58.9 million | 68.3 million | 66.7 million | 37.7 million |

Indicator Analysis for Table 80: Many American Spaces that closed due to COVID pivoted to virtual programming. Incorporating virtual programming data increases the total visits to 37.7 million (over 23.1 million in-person visits), adding the millions of people who have participated in virtual programming offered by American Spaces. The FY 2020-2021 targets are revised downward to

reflect the expectation that the operating environment will continue to be impacted by the pandemic. The FY 2022 target is based on the assumption that American Spaces operations will return to normal, post-pandemic.

Table 81: Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 90% | 90% | 90% |
| Actual | 87.75% | 93.45% | 89% | N/A | N/A |

Indicator Analysis for Table 81: State’s Bureau of Educational and Cultural Affairs’ (ECA’s) Evaluation Division works closely with ECA program teams to create performance measures responsive to the Bureau’s data needs. These measures have been designed to effectively track program performance and the direction, pace, and magnitude of change of ECA programs, which will strengthen feedback mechanisms. The Evaluation Division began piloting the new Monitoring Data for ECA (MODE) Framework, which will survey participants of all ECA programs at various points in time (pre-program, post-program, and one, three, and five years after the program has ended) to capture the long-term impact of ECA programming. As the rollout of the MODE Framework Bureau-wide hinges upon feedback currently being gathered from the pilot participants, ECA will be unable to report on this indicator until FY 2021.

Performance Goal 3.3.3 (Agency Priority Goal): Private-Sector Engagement

Performance Goal Statement: By September 30, 2021, 100 percent of USAID Missions will have a Private-Sector Engagement (PSE) Plan in place that integrates country-specific PSE approaches into programming and operations, and 90 percent of USAID Missions will demonstrate action taken in line with their PSE Plans. (USAID)

Key Performance Indicators

Table 82: Number of staff trained on the principles of Private-Sector Engagement (PSE)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: 40 Q2: 49 Q3: 49 Q4: 49 |
| Actual | N/A | N/A | N/A | N/A | Q1: 83 Q2: 75 Q3: 0 Q4: 23 |

Indicator Analysis for Table 82:

- The target was based on the expected two training sessions per quarter. The PSE Team offers additional “on-demand” training sessions tailored to particular Missions or OUs.
- Because of unexpected demand, USAID conducted an additional course of the PSE and Partnerships training in Q1.
- To protect the health and safety of USAID staff during the COVID-19 pandemic, the PSE Team cancelled its planned Q3 training sessions and resumed them in a limited virtual form in Q4.

Table 83: Percent of staff who “agree” or “strongly agree” that their OU adheres to USAID’s PSE Policy

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 63% |
| Actual | N/A | N/A | N/A | N/A | 67% |

Table 84: Percent of Missions that report multiple active partnerships with the private sector

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | N/A | N/A | 80% |
| Actual | N/A | N/A | N/A | N/A | TBD ⁴¹ |

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q1 | Compliance: 100 percent of USAID's Missions, Bureaus, and Independent Offices (M/B/IOs) have designated PSE Points of Contact (POCs) | Complete | The full list of USAID PSE Points of Contact is available here . Designating PSE POCs facilitates external engagement with each Mission and Bureau and serves as team leads for the implementation of the PSE Policy. |

⁴¹ USAID is collecting the FY 2020 data and will report on results in Q1 of FY 2021 on www.performance.gov.

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q1 | Cultural Shift: Launch the PSE Knowledge-Exchange, a listserv that enables peer-to-peer exchange of best practices, crowdsourcing answers to questions, and the sharing of opportunities with private firms | Complete | Successfully launched the PSE Knowledge-Exchange on October 7, 2019. To date, 453 staff have opted to join the platform and are exchanging resources and information actively. |
| FY 2020, Q2 | Compliance: 97 percent of Missions have a plan in place for putting the PSE Policy into practice (submitted to the PSE Team) | Complete | All but two Missions have submitted PSE plans to the PSE Team, which equals 98-percent compliance with the PSE Policy. |
| FY 2020, Q2 | Learning: Complete PSE Evidence-Gap Map | Complete | Completed design in Q2, and launched the Evidence Gap Map for use in Q3. |
| FY 2020, Q3 | Integration: Develop and launch a PSE Indicator Handbook to help USAID's OUs integrate PSE better into their approaches to monitoring, evaluation, and learning | Delayed | USAID has made substantial progress on developing the components of the PSE Indicator Handbook. Missions have been active in providing feedback, and USAID plans to launch in Q4 FY 2021. |
| FY 2020, Q4 | Integration: Review all Missions' CDCSs for the integration of PSE | Complete | The PSE Team has reviewed all CDCSs in development and will continue to support Missions' work in integrating PSE into country and regional strategies. |
| FY 2020, Q4 | Knowledge/Awareness: Hold a PSE Forum that brings together staff and the private sector to build skills, exchange good practices, and support an Agency community of PSE Champions | Postponed | USAID has postponed the PSE Forum for 2020 because of health and safety concerns related to COVID-19. Although the PSE Forum was postponed, the Agency continues to hold virtual quarterly PSE calls for internal staff to share information and approaches. |

Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief

Strategic Objective Progress Update

- Because of conflict and unrest, the scale of displacement around the world is growing, and humanitarian assistance needs reached historic proportions. The UN estimates that 170 million people are affected by conflict or disasters annually, including over 80.2 million forcibly displaced.
 - The COVID-19 pandemic strained the resources of governments, NGOs, and humanitarian agencies. The U.S. Government robustly responded to the pandemic of COVID-19 with humanitarian, global health, and technical assistance.
- The Government of the Democratic Republic of Congo declared the Ebola Virus outbreak in Eastern DRC over in June 2020, because of a coordinated humanitarian and global health response.
- USAID, with its U.S. Government and global community partners, is committed to preventing child and maternal deaths. Continued decreases in maternal and child deaths in focus countries reflect key evidence-based public health interventions and strengthened health institutions and community and facility-based care, described in the [2020 Acting on the Call](#) report.
- In FY 2020, State and USAID led U.S. Government efforts to minimize the impact and spread of infectious disease and provide humanitarian relief. These efforts advanced U.S. national-security objectives while improving the lives of millions of people worldwide.
 - Relevant State and USAID Bureaus ensured that interactions with other governments, UN agencies and missions, and the international humanitarian system reflected a coordinated U.S. Government humanitarian policy to minimize potential gaps, ensure accountability, and bolster the safety and security of partners funded by the U.S. Government.
 - The U.S. Government responded to 66 disasters in 49 countries, and to humanitarian crises in countries such as Venezuela, the Sahel, South Sudan, Syria, and Yemen.
 - The President's Emergency Plan for AIDS Relief (PEPFAR) advanced progress toward controlling the pandemic of human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) by expanding the number of people on life-saving anti-retroviral treatment and ensuring the continuity of care, even under the weight of the pandemic of COVID-19.

Performance Goal 3.4.1 (Agency Priority Goal): Maternal and Child Health

Performance Goal Statement: By September 30, 2021, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction in under-five mortality of two deaths per 1,000 live births in 25⁴² U.S. Government priority countries.⁴³ (USAID)

Key Performance Indicators

Table 85: Absolute change in the under-five mortality rate (decrease per 1,000 live births)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | -1.5 | -2 | -2 | -2 | -2 |
| Actual | -2.1 | -2.1 | -2 | -2 | -1.8 |

Indicator Analysis for Table 85: Several factors contribute to the FY 2020 deviation, including: the Agency's increased focus on responding to the COVID-19 pandemic, shifting priorities from in-country collaborators in the field, operational challenges and obstacles presented by the pandemic with their impact on program outcomes, and secondary impacts of COVID-19 on maternal and child health.

⁴² The 25 U.S Government maternal and child health priority countries are the following: Afghanistan, Bangladesh, Burma, Democratic Republic of Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Sénégal, South Sudan, Tanzania, Uganda, Yemen, and Zambia

⁴³ As compared with data from 2017.

Table 86: Absolute change in the prevalence rate of modern contraceptives

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | +1% | +1% | +1% | +1% | +1% |
| Actual | +0.9% | +0.4% | +0.6% | +0.5% | +0.8% |

Indicator Analysis for Table 86: Several factors contribute to the FY 2020 deviation, including: the Agency's increased focus on responding to the COVID-19 pandemic, shifting priorities from in-country collaborators in the field, operational challenges and obstacles presented by the pandemic with their impact on program outcomes, and secondary impacts of COVID-19 on maternal and child health.

Table 87: Annual total number of people protected against malaria with insecticide-treated nets

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | 62M | 72M | 77M | 85M | 97M |
| Actual | 87M | 59M | 126M | 114M | TBD ⁴⁴ |

⁴⁴ Data collection for this indicator was still in progress at time of publication. Final data will be included in the FY 2021 APR.

Table 88: Absolute change in total percentage of births delivered in a health facility

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | +1% | +1% | +1% |
| Actual | N/A | N/A | +1% | +1.2% | +1.2% |

Indicator Analysis for Table 88: The small, but stable, increase reflects the continued positive trajectory in this important intervention. USAID will reconsider the target if the trend continues to be greater than expected.

Table 89: Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | +5% | +1% | +1% |
| Actual | N/A | N/A | +2.1% | +4.4% | +4.4% |

Indicator Analysis for Table 89: India recently introduced PCV3; because it is a large country and because the values are weighted, the increase in PCV3 over the past two years has been larger than expected.

Table 90: Absolute change in the rate of exclusive breastfeeding among children under six months of age

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | +1% |
| Actual | N/A | N/A | +1.9% | +1.9% | +1.9% |

Indicator Analysis for Table 90: The Absolute change in the rate of exclusive breastfeeding among children under six months of age was 1.9 percentage points, which surpassed the target (1.0 percentage points). USAID added the indicator in FY 2020 to reflect our support and funding for immediate and exclusive breastfeeding for the first six months, followed by the introduction of age-appropriate complementary foods along with continued breastfeeding for up to two years of age and beyond. USAID will reconsider the target if the trend continues to be greater than expected.

Table 91: Percent of shipments of contraceptive commodities that are on time

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|--|--|--|
| Target | N/A | N/A | Q1: 80% Q2: 80% Q3: 80% Q4: 80% | Q1: 80% Q2: 80% Q3: 80% Q4: 80% | Q1: 80% Q2: 80% Q3: 80% Q4: 80% |
| Actual | N/A | N/A | Q1: 75% Q2: 81% Q3: 84% Q4: 91% | Q1: 93% Q2: 85% Q3: 98% Q4: 95% | Q1: 88% Q2: 92% Q3: 97% Q4: TBD |

Indicator Analysis for Table 91: USAID sustains strong on-time, in-full delivery performance by working closely with the Global Health Supply Chain-Procurement and Supply Management (PSM) Project to monitor and mitigate risks to its own global supply

chain. To achieve such strong results, USAID has championed and supported approaches such as the improved use of analytics to help drive performance.

Table 92: Percent of shipments of contraceptive commodities that are on time and in full

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|--|--|--|
| Target | N/A | N/A | Q1: 80% Q2: 80% Q3: 80% Q4: 80% | Q1: 80% Q2: 80% Q3: 80% Q4: 80% | Q1: 80% Q2: 80% Q3: 80% Q4: 80% |
| Actual | N/A | N/A | Q1: 57% Q2: 74% Q3: 63% Q4: 85% | Q1: 89% Q2: 94% Q3: 87% Q4: 84% | Q1: 81% Q2: 93% Q3: 94% Q4: TBD |

Indicator Analysis for Table 92: USAID sustains strong on-time, in-full delivery performance by working closely with the Global Health Supply Chain-Procurement and Supply Management (PSM) Project to monitor and mitigate any risks to its own global supply chain. To achieve such strong results, USAID has championed and supported approaches such as the improved use of analytics to help drive performance.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|--|
| FY 2020, Q1 | Approve 24 Annual Malaria Operational Plans (MOPs) for the 24 priority Presidential Malaria Initiative (PMI) countries and one sub-region | Complete | The Global Malaria Coordinator delayed the MOP process from the Spring to the Fall for FY 2019 for modifications, with plans to resume the standard cycle in subsequent years, which reports annually every Fiscal Year during Q1. As such, PMI completed the final reviews for FY 2019 in Q2 of 2020. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q2 | Execute a data-driven review of country performance results across FY 2019 | Complete | USAID completed the data-driven review of country performance results for FY 2019. |
| FY 2020, Q3 | Release the <i>Acting on the Call</i> Report for 2020 | Complete | USAID released the 2020 Acting on the Call Report on July 14, 2020. |
| FY 2020, Q4 | Conduct review of Health Implementation and Operational Plans (Ops) for 25 U.S. Government priority countries for MCH | Delayed | GH has conducted reviews of OPs for 23 MCH priority countries. The Mali OP was delayed due to changes in leadership within the country, and will be reviewed in a future quarter. Yemen did not receive any FY 2020 health funds, so GH did not review its OP this year. Given the timing of the FY 2020 OP launch, not all the HIPs were available for review as of the end of Q4 2020. Projected completion date is Q2 FY 2021. |

Performance Goal 3.4.2 (Agency Priority Goal): HIV/AIDS

Performance Goal Statement: By September 30, 2021, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13⁴⁵ and potentially additional countries with a high burden of HIV through leadership by the State Department (State) and implementation by several U.S. government agencies, including, the U.S. Agency for International Development (USAID); the U.S. Department of Health and Human Services (HHS) and its Agencies, including the Centers for Disease Control and Prevention (CDC), the Health Resources and Services Administration (HRSA), and the National Institutes of Health (NIH); the Department of Defense (DoD); the Department of Labor; Department of the Treasury; and the Peace Corps. (State and USAID)

Key Performance Indicators

Table 93: Number of adults and children newly diagnosed with HIV

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|--|--|--|--|
| Target | N/A | 3,578,410 | 4,225,252 | 3,460,388 | 3,774,757 |
| Actual | N/A | Q1: 717,732 Q2: 826,940 Q3: 820,702 Q4: 991,499 FY 17: 3,356,873 | Q1: 705,161 Q2: 789,254 Q3: 773,327 Q4: 944,619 FY 18: 3,212,361 | Q1: 676,282 Q2: 741,115 Q3: 716,264 Q4: 904,892 FY 19: 3,038,553 | Q1: 678,179 Q2: 725,849 Q3: 531,670 Q4: TBD FY 20: 1,935,698 |

⁴⁵ The 13 epidemic-control countries are Botswana, Côte d'Ivoire, Eswatini, Haiti, Kenya, Lesotho, Malawi, Namibia, Rwanda, Tanzania, Uganda, Zambia, Zimbabwe.

Indicator Analysis for Table 93: The 27 percent reduction from Q2 to Q3 was largely due to scaling down of HIV testing programs outside of healthcare facilities to ensure safety and security of patients, clinical staff, and community workers in response to COVID-19.

Table 94: Number of adults and children newly enrolled on Anti-Retroviral Treatment (ART)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|--|--|--|--|
| Target | N/A | 3,673,989 | 4,033,866 | 3,337,161 | 3,681,547 |
| Actual | N/A | Q1: 620,414 Q2: 677,516 Q3: 651,122 Q4: 833,534 FY 17: 2,782,586 | Q1: 580,568 Q2: 651,420 Q3: 645,180 Q4: 813,205 FY 18: 2,690,373 | Q1: 583,522 Q2: 653,055 Q3: 637,946 Q4: 788,537 FY 19: 2,663,060 | Q1: 608,340 Q2: 678,979 Q3: 522,764 Q4: TBD FY 20: 1,810,083 |

Indicator Analysis for Table 94: The number of patients newly initiated on treatment is dependent on those that are newly identified to be HIV+. Therefore, we see a similar reduction to number of people newly tested positive for HIV (HTS_POS) observed in Q3 due to the impact of COVID-19, as explained in the indicator analysis regarding new diagnoses.

Table 95: Number of adults and children currently receiving ART

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|------------|------------|------------|------------------------|
| Target | N/A | 14,002,222 | 15,822,258 | 18,284,357 | 19,083,139 |
| Actual | N/A | Q4: 13.2M | Q4: 14.8M | Q4: 15.7M | Q3: 15.9M Q4: 17.4M |

Indicator Analysis for Table 95: COVID-19's impact on HIV testing and treatment initiation also had an impact on growth of the total number of patients on treatment.

Table 96: Number of males circumcised as part of voluntary medical male circumcision (VMMC) programs

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|--|--|--|--|
| Target | N/A | 3,666,356 | 3,884,030 | 3,822,403 | 4,017,565 |
| Actual | N/A | Q1: 534,960 Q2: 570,775 Q3: 1,180,204 Q4: 1,100,408 FY 17: 3,386,347 | Q1: 714,338 Q2: 839,088 Q3: 1,086,402 Q4: 1,094,386 FY 18: 3,734,214 | Q1: 859,987 Q2: 852,995 Q3: 1,089,946 Q4: 1,096,403 FY 19: 3,899,331 | Q1: 873,843 Q2: 838,676 Q3: 280,976 Q4: TBD FY 20: 1,993,495 |

Indicator Analysis for Table 96: VMMC programs, along with many other prevention interventions, were largely paused across the PEPFAR program in Q3 due to COVID-19. Some countries were able to restart following easing of restrictions in June. Even with a

limited time frame of implementation, PEPFAR was able to provide VMMC services to nearly 281,000 men, 28 percent of the number of VMMC performed in Q3 of FY 2019.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|---|--|------------------|---|
| FY 2020, Q1 (Release of data on November 25, 2019) | Collection, cleaning, and internal USG and public release of FY 2019 global and country-specific results, including results against the four APG indicators | Complete | PEPFAR released FY 2019 annual results on November 25 as part of World AIDS Day activities. |
| FY 2020, Q1 (December 6, 2019) | PEPFAR implementing agencies provide in-person briefings of their self-assessments of FY 2019 country program and financial performance to S/GAC senior leadership | Complete | Senior officials from PEPFAR-implementing agencies presented end-of-year self-assessments of program and financial performance for each PEPFAR country and regional program. |
| FY 2020, Q1 (December 20, 2019) | S/GAC holds in-depth data-driven review meetings with APG co-lead to review all PEPFAR country and regional programs, including programmatic and financial performance | Complete | S/GAC held a week-long meeting with the APG Goal co-lead to update on current program and financial performance and deliberate strategic direction (across the PEPFAR program and for each country and region) for the next planning cycle (Country Operational Plan COP 2020). |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--|--|------------------|---|
| FY 2020, Q1 (Process communicated to the field by November 15, 2020) | Review and revise COP 2020 planning process and timelines to ensure that all PEPFAR implementing countries receive funds by the beginning of FY 2021 | Complete | S/GAC revised the COP planning timeline and process to ensure adequate time to move money to field teams prior to the start of FY 2021. S/GAC also incorporated recommendations from the draft OIG report on the COP planning process, including task-shifting target setting to field teams. |
| FY 2020, Q1 – Q4 (35% by 1/1/2020 60% by 4/1/2020 80% by 7/1/2020 100% by 10/1/2020) | Complete the hiring of an additional 90 staff within the Office of HIV/AIDS at USAID - staff are to strengthen headquarters capacity to provide technical assistance and monitor and evaluate progress toward PEPFAR goals | In Process | USAID is currently at 68 of 90 positions filled (76 percent), 22 positions short of our Q4 target, which was 100 percent filled. |
| FY 2020, Q2 (Mid-January 2020) | Release revised COP Guidance and country-specific planning letters to focus PEPFAR implementation on addressing gaps in treatment retention | Complete | COP Guidance and country-specific planning letters were issued on January 15 and 17, respectively. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|---|---|------------------|---|
| FY 2020, Q2 (Data available for use by March 1, 2020) | Collection and internal USG release of Q1 FY 2020 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets. | Complete | FY 2020 Q1 data were available for analysis by HQ and field teams in late February. In late February, S/GAC convened almost all OUs for week-long discussions on performance and plans for FY 2021. Due to COVID-19, data reviews and planning meetings for Vietnam, the Asia Regional Program, and the Western Hemisphere Regional Program were held virtually in early March. |
| FY 2020, Q3 (Meetings for all PEPFAR countries to be completed by April 3, 2020) | Convene week-long multi-stakeholder workshops to review draft country and regional operational plans and ensure a shared understanding of final submission. Meetings will include the entirety of the interagency working on PEPFAR in each country, embassy leadership including COMs and DCMs, partner government up to and including Ministers of Health, civil-society leaders, and APG goal leads or their designates. | Complete | In late February and early March, S/GAC convened all OUs, including U.S. Government staff and representatives from partner governments, civil society, and multilateral institutions, for week-long discussions on current performance and operations plans for FY 2021. Due to COVID-19, data reviews and planning meetings for Vietnam, the Asia Regional Program, and the Western Hemisphere Regional Program were held virtually. |
| FY 2020, Q3 (May 1, 2020) | Approval of all FY 2020 PEPFAR operational plan submissions by S/GAC leadership | Complete | The S/GAC has approved all Country and Regional Operational Plans. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|---|--|------------------|---|
| FY 2020, Q3 (Data available for use by June 1, 2020) | Collection, cleaning, and internal USG release of Q2 FY 2020 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets. | Complete | FY 2020 Q2 data were available for analysis by HQ and field teams in early June. In late June and early July, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs. |
| FY 2020, Q4 (August 1, 2020) | All PEPFAR bilateral funding for COP/ROP 2020 notified to Congress (indicating that efforts to streamline business process have resulted in more rapid movement of funds to field teams) | Complete | A majority of COP20 funds have been notified to Congress. Congress cleared the first Congressional Notification, which included \$3,499,966,783 in COP20 bilateral funding, on July 21. Congress cleared the second Congressional Notification, which included \$132,473,122 in COP 20 bilateral funding, on July 29. On August 24, Congress cleared the third Congressional Notification, which includes the remaining \$132,473,122 in bilateral funding. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--|---|------------------|---|
| FY 2020, Q4 (Data available for use by September 1, 2020) | Collection and internal USG release of FY 2020 Q3 global and country-specific results, including the four APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets. | Complete | FY 2020 Q3 data were available for analysis by HQ and field teams in mid-August. In early September, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs. |
| FY 2020, Q4 (September 20, 2020) | All bilateral funds supporting COP/ROP 2020 implementation transferred to agencies prior to beginning of FY 2021. | Complete | All but \$10 million of COP 2020 bilateral PEPFAR program funds were transferred to agencies for implementation prior to the end of FY 2020. S/GAC transferred nearly \$3.5 billion to four different government agencies for COP 20 implementation at over 50 OUs. S/GAC obligated more than \$500 million to the USAID Working Capital Fund for COP 20, which will provide lifesaving treatment to more than 15 million recipients. |
| FY 2020, Q4 | 70 percent of PEPFAR bilateral resources (COP funding) programmed through local partners as defined in the COP 2020 guidance. Every PEPFAR country contributing to this goal based on the context of the local partner mix and types of public and private partners available to provide essential HIV services | In Process | S/GAC has collected partner classifications through the COP 2020 process and is working now to determine progress toward the 70 percent benchmark as defined in the COP 20 guidance. The FY 2021 Q1 update will include further updates on progress. |

Performance Goal 3.4.3: Prevent and Respond to Gender-Based Violence in Humanitarian Responses (State)

Performance Goal Statement: By 2022, State increases its systematic response to gender-based violence in new and evolving emergencies by maintaining or increasing the percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence. (State)

Key Performance Indicators

Table 97: Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 37.00% | 37.00% | 37.00% |
| Actual | 37.00% | 34.85% | 35.77% | 37.65% | 33.33% |

Indicator Analysis for Table 97:

- This indicator's result is slightly below the FY 2020 target and reflects a decrease from FY 2019. However, PRM's overall GBV prevention and response funding increased to \$55.5 million in FY 2020, surpassing FY 2019's total GBV spending of nearly \$48.7 million.
- PRM will continue prioritizing GBV programming with its partners and train staff in order to meet or exceed the 35 percent target in future years.

Performance Goal 3.4.4: Prevent and Respond to Gender-Based Violence (USAID)

Performance Goal Statement: By 2022, USAID increases its systematic response to gender-based violence in emergencies by increasing the percentage of proposals it receives from non-governmental organizations that include protection mainstreaming to 95 percent. (USAID)

Key Performance Indicators

Table 98: Protection mainstreaming in NGO proposals

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 95% | 95% | 95% |
| Actual | N/A | N/A | 100% | 96% | 100% |

Performance Goal 3.4.5: Timely Humanitarian Response

Performance Goal Statement: Through 2022, timely contributions to emergency appeals ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern by maintaining the percentage of United Nations High Commissioner for Refugees (UNHCR) Supplementary Appeals and ICRC Budget Extension Appeals the U.S. commits funding to within three months. (State)

Key Performance Indicators

Table 99: Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 100% | 100% | 100% |
| Actual | 100% | 100% | 100% | 100% | 100% |

Performance Goal 3.4.6: Humanitarian Assistance

Performance Goal Statement: By 2022, 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. (USAID)

Key Performance Indicators

Table 100: Percent of disaster declarations responded to within 72 hours

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 95% | 95% | 95% |
| Actual | 100% | 100% | 89% | 95% | 91% |

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

Strategic Objective Progress Update

- The Department's Managing for Results (MfR) Framework and the USAID Program Cycle are foundational to making our investments effective and sustainable. These frameworks for strategic planning, budgeting, and program management set the stage for strategic alignment of resources and evidence-based diplomacy and development. The Department and USAID conduct joint strategic planning for Regional Bureaus and Missions. The Department advances its ability to link its strategic plans to strong management by increasing the portfolio of programs and projects with comprehensive design and performance-monitoring infrastructure. These are key to examining performance, refining plans, and producing higher-quality data and evidence.
- The Department and USAID also strengthen the effectiveness and sustainability of our diplomacy and development investments by evaluating programs to learn what is working well and where there is a need to adapt to maximize effectiveness. The Department and USAID provide extensive training, guidance, tools, and technical assistance to enable Bureaus and overseas Missions to define their programmatic goals clearly, describe how investments achieve them, conduct monitoring and evaluation of results, learn what to adapt, and strengthen accountability.
- USAID updated its [Program Cycle Operational Policy \(Automated Directives System \[ADS\] Chapter 201\)](#), published on October 28, 2020, to streamline planning requirements for design and monitoring, evaluation, and collaboration, learning, and adapting (CLA); reduce burden on field staff; better align with legislative requirements (*e.g.*, the evaluation section of the Evidence Act); and provide more flexibility for meeting monitoring requirements in non-permissive environments (*e.g.*, allowing virtual site visits to adapt to the travel and meeting restrictions caused by the of pandemicCOVID-19).
- In line with USAID's [Acquisition and Assistance \(A&A\) Strategy](#), the [Effective Partnering and Procurement Reform \(EPPR\)](#) initiative aims to strengthen the effectiveness and sustainability of our development investments by rethinking, reforming, and

improving how we do business through our implementing partners (IPs) based on acquisition and assistance. In FY 2020, USAID made significant progress using co-creation and diversifying the partner base by engaging [new and underutilized partners](#) (NUPs), with a focus on local entities and locally established partners. EPPR enables the USAID workforce and our IPs to utilize new and innovative approaches to acquisition and assistance by enabling policies, newly designed training and field guides, and the strategic engagement of staff to support these initiatives.

Performance Goal 4.1.1: Increase the Use of Evidence to Inform Decisions

Performance Goal Statement: By 2022, increase the use of evidence to inform budget, program planning and design, and management decisions. (State and USAID)

Key Performance Indicators

Table 101: Percentage of completed evaluations used to inform management and decision-making

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|--------------------------|---------------------------|-----------------------------|----------------------------|--|
| Target | State: N/A USAID: N/A | State: N/A USAID: N/A | State: 95% USAID: 95% | State: 95% USAID: 95% | State: 95% USAID: 95% |
| Actual | State: 94% USAID: N/A | State: 100% USAID: N/A | State: 100% USAID: 99.4% | State: 100% USAID: 100% | State: 90% ⁴⁶ USAID: N/A ⁴⁷ |

⁴⁶ Data collection for this indicator was still in progress at time of publication. Data represent final Diplomatic Engagement-funded data and available Foreign Assistance-funded data as of December 14, 2020. Final data will be included in the FY 2021 APR.

⁴⁷ Data collection for this indicator was still in progress at time of publication. Final data will be included in the FY 2021 APR.

Key Milestones (State)

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2018, Q3 | By June 29, 2018: All applicable State Bureaus and Independent Offices have identified their major programs and/or projects | Delayed | By June 29, 2018, 24 of 41 (59 percent) Bureaus successfully identified their major programs and projects. In December 2020, the percentage of bureaus submitting was 93 percent. The Office of U.S. Foreign Assistance Resources (F) and the Bureau of Budget and Planning (BP) staff regularly reach out to remaining bureaus to provide technical assistance to fulfill the requirement and communicate with Assistant Secretaries about progress. F and BP work closely with the Office of the Inspector General to train inspectors on the policy requirements, and we provide an “inspector checklist” for reviewing bureaus’ compliance with the policy. |
| FY 2019, Q2 | By February 28, 2019 (Extended to March 29, 2019): All applicable Bureaus and Independent Offices have completed logic models or project plans for all of their major programs and projects | Delayed | By March 29, 2019, 14 of 40 (35 percent) bureaus completed logic models or project plans for all of their programs and projects. By December 2020, the percentage of bureaus submitting logic models or project plans climbed to 63 percent. Bureaus and Independent Offices continue to work on documenting their initial logic models to depict goals and objectives, and how program or project activities are expected to lead to desired outcomes. |
| FY 2020, Q3 | By May 31, 2019 (Extended to June 28, 2019): All applicable Bureaus and Independent Offices have established M&E plans that identify relevant indicators, and possible opportunities for evaluation of their major programs | Delayed | By June 28, 2019, 10 of 40 (25 percent) Bureaus established M&E plans that identify relevant indicators and possible opportunities for evaluation of their programs and projects. By December 2020, the percentage of Bureaus submitting climbed to 55 percent. Bureaus continue to document relevant indicators, and evaluation topics as work takes place on their logic models or project plans. |

Performance Goal 4.1.2: Engagement with Local Partners

Performance Goal Statement: By 2022, increase engagement with local partners to strengthen their ability to implement their own development agenda. (USAID)

Key Performance Indicators

Table 102: Percent of completed foreign-assistance evaluations with a local expert as a member of the evaluation team

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | 50% | 65% | 65% |
| Actual | 49% | 59% | 64.8% | 61% | 57% ⁴⁸ |

⁴⁸ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Performance Goal 4.1.3 (Agency Priority Goal): Effective Partnering and Procurement Reform (EPPR)

Performance Goal Statement: By September 30, 2021, USAID will increase the use of collaborative partnering methods and co-creation within new awards by five percentage points, measured by percentage of obligated dollars and procurement actions. (USAID)

Key Performance Indicators

Table 103: Percentage of new awards using co-creation

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: 23.5% Q2: 24% Q3: 24% Q4: 25.5% |
| Actual | N/A | N/A | N/A | 23.5% | Q1: 31.2% Q2: 25.6% Q3: 31.1% Q4: 24.9% |

Indicator Analysis for Table 103:

- The gaps between target and actual data for Q1 and Q3 occurred as a result of gradual improvements in the Agency's understanding of the pandemic and its understanding of how to address its immediate impacts. This included allowing staff time to continue to engage in programming, such as co-creation processes.
- USAID continues to analyze and refine data on co-creation. The calculations for the APG for FY 2018 and 2019 exclude cooperative agreements as a vehicle for co-creation. After further review, USAID decided to include cooperative agreements in the data. This also applies to FY 2021 indicators.

Table 104: Percentage of obligations made through co-creation

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: 19.5% Q2: 19.5% Q3: 21% Q4: 21.4% |
| Actual | N/A | N/A | N/A | 19.4% | Q1: 36.9% Q2: 21.3% Q3: 26.7% Q4: 23.4% |

Indicator Analysis for Table 104: The Q1 actual exceeded the target by more than 10 percent. This likely resulted from the EPPR team's difficulty in setting data-driven targets due to the lack of co-creation data during EPPR's first implementation year.

Table 105: Direct awards to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | N/A |

Indicator Analysis for Table 105: Given the Agency's focus on the global COVID-19 response, USAID was not able to set data-driven targets using NPI action plans. USAID intends to set targets sometime in Q3 FY 2021.

Table 106: Sub-awards to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | N/A |

Indicator Analysis for Table 106: Given the Agency's focus on the global COVID-19 response, USAID was not able to set data-driven targets using NPI action plans. USAID intends to set targets sometime in Q3 FY 2021.

Table 107: Field OUs Percentage of obligations made to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | 11.9% |

Indicator Analysis for Table 107: These data are derived from the 77 submitted Mission NPI Action plans.

- Note, USAID does not measure these indicators quarterly. The reason for reporting on a yearly basis is that measuring obligations toward NUPs and subaward NUPs requires extensive calculations to extract the right information from all the data that exist.

Table 108: Field OUs Percentage of obligations made through sub-awards to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | 0.7% |

Indicator Analysis for Table 108: Note USAID does not measure these indicators quarterly. The reason for reporting on a yearly basis is that measuring obligations toward NUPs and subaward NUPs requires extensive calculations to extract the right information from all the data that exists.

Table 109: Washington OUs Percentage of obligations made to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | 8% |

Indicator Analysis for Table 109: To create these targets, USAID took the weighted value for FY 2020 (Washington 71 percent and Missions 29 percent), then the baseline value of Washington at 8 percent for FY 2019 and the Mission target at 22 percent for a weighted average of 12 percent.

- Note USAID does not measure these indicators quarterly. The reason for reporting on a yearly basis is that measuring obligations toward NUPs requires extensive calculations to extract the right information from all the data that exist.

Table 110: Washington OUs Percentage of obligations made through sub-awards to new and underutilized partners

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | N/A |
| Actual | N/A | N/A | N/A | N/A | 0.8% |

Indicator Analysis for Table 110: Note, USAID does not measure these indicators quarterly. The reason for reporting on a yearly basis is that measuring obligations toward NUPs and subaward NUPs requires extensive calculations to extract the right information from all the data that exist.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q1 | Develop a strategy for public and internal reporting. | Complete | <ul style="list-style-type: none"> A cross-Agency working group of subject-matter experts developed a plan for internal reporting and decision-making. The Agency will also publish a report in FY 2020 to highlight successes and challenges. |
| FY 2020, Q2 | Develop Mission-specific capacity-strengthening (organizational performance) baselines and targets through the Performance Plan and Report (PPR). | Complete | <ul style="list-style-type: none"> 59 Missions set non-zero targets for this new indicator and aimed to provide robust capacity-development to an average of 52 organizations each. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q2 | Undertake a review of the <i>Acquisition and Assistance (A&A) Strategy</i> to reflect innovations or changes to co-creation priorities and practices. | Complete | <ul style="list-style-type: none"> The Agency conducted a preliminary review and shared it with the Effective Partnering and Procurement Reform (EPPR) Subcommittee of the Management Operations Council, which approved a plan to revise and renew the Strategy by Q2 of FY 2021. |
| FY 2020, Q2 | Develop co-creation guidance and toolkit for USAID staff to reflect co-creation best practices and innovations to enable our OUs to achieve the targets. | Complete | <ul style="list-style-type: none"> USAID developed a co-creation toolkit that reflected multiple Agency sources of current guidance in Q2, which it distributed Agency-wide in April 2020. The EPPR team finalized additional guidance on the use of Broad Agency Announcements (BAAs) and co-creation as a Mandatory Reference in Q2, which the Agency added to the Automated Directives System (ADS), USAID's operational policies, in the Third Quarter (Q3) of FY 2020. |
| FY 2020, Q3 | Convene Agency partners to review sub-award data and effective sub-award practices that will enable the achievement of targets for 1) NUPs; and 2) the strengthening of capacity of local partners. | Complete | <ul style="list-style-type: none"> In Q4 2020, the Agency initiated substantial planning toward an event scheduled for October 2020. USAID convened prime and sub-awardees for a workshop in Q1 of FY 2021 to discuss compliance and reporting of sub-award data and the strategic use of sub-awards. This was delayed due to COVID-19. In Q1 of FY 2021, M/OAA will send a message on behalf of the Acting Administrator to implementing partners on subaward reporting requirements. |
| FY 2020, Q3 | Finalize submissions of NPI Plans from all USAID Missions, including Mission-specific targets for co-creation. | Complete | <ul style="list-style-type: none"> The NPI team has received and validated Mission NPI Action Plans, and finalized this action in Q1 of FY 2021. |
| FY 2020, Q4 | Launch a series of internal NPI webinars to inform staff on the use of co-creation, BAAs, FAAs, and other NPI mechanisms | Complete | <ul style="list-style-type: none"> The NPI team launched a series of six webinars from August to October 2020, and completed four of these webinars in Q4 of FY 2020. The NPI team completed the final two webinars in Q1 of FY 2021. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q4 | Incorporate NPI reporting into the Performance Plan and Report (PPR) Key Issue Narrative. | Delayed | <ul style="list-style-type: none"> In Q3 of FY 2020, the NPI team developed the New Partnerships Approaches key issue narrative to the Operating Plan to be complementary to the PPR's Sustainability and Local Ownership key issue. The narrative is pending submission following future discussions with the Department of State. The new target for completion is Q2 of FY 2021 in time for a February submission deadline. |

Performance Goal 4.1.4 (Agency Priority Goal): Category Management

Performance Goal Statement: By September 30, 2021, meet or exceed Federal targets for managed spending as determined by the President’s Management Agenda. (USAID)

Key Performance Indicators

Table 111: Number of addressable contract dollars awarded to Best-in-Class vehicles

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---|
| Target | N/A | N/A | N/A | N/A | Q1: \$25M Q2: \$55M Q3: \$100M Q4: \$185.8M |
| Actual | N/A | N/A | N/A | N/A | Q1: \$17.3M Q2: \$44.1M Q3: \$95.8M Q4: \$197.7M |

Table 112: Number of contract dollars awarded to contract vehicles designated as Spend Under Management

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: \$500M Q2: \$1,200M Q3: \$2,500M Q4: \$3,799.5M |
| Actual | N/A | N/A | N/A | N/A | Q1: \$495.6M Q2: \$1,608.6M Q3: \$3,063.8M Q4: \$4,960.5M |

Indicator Analysis for Table 112:

- COVID-19 led to staffing constraints that resulted in increased discrepancy in target achievement.
- COVID-19 led to changes in resource allocation that resulted in a larger-than-expected (+) discrepancy in target achievement (SUM).
- COVID-19 led to award (or activity) modifications or redirections that resulted in increased (+) discrepancy in target achievement (SUM).
- USAID exceeded its SUM target (and achieved its BIC target) by over 30 percent due to its increased awareness and communication, dedicated training efforts, and better coordination across the Agency related to leveraging Category Management solutions.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2019, Q4 | Submit USAID's CM Plan for Fiscal Year (FY) 2020 to the Office of Management and Budget (OMB), according to OMB Memorandum 19-13. | Complete | <ul style="list-style-type: none"> • USAID submitted our CM Plan to OMB. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q1 | Work with OMB to get feedback on our CM Plan for FY 2020 and make adjustments to it. | Complete | <ul style="list-style-type: none"> USAID addressed OMB's follow-up questions and feedback. USAID added detail regarding our CM Plan. OMB accepted the submission. |
| FY 2020, Q1 | Identify, assess, and focus on programs applicable to CM solutions. Educate and train Contracting Officers (COs) in detail about CM, including background, policy, adoption methods, tools for leverage, and implementation. | Complete | <ul style="list-style-type: none"> Though this has been completed for all of Washington and major Missions, will continue to conduct outreach, USAID will follow up on an "as needed" or requested basis for FY 2021. |
| FY 2020, Q2 | Update fields in USAID's Global Acquisition and Assistance System (GLAAS) to identify the selection of CM solutions and the supporting rationale for their use/non-use. | Complete | <ul style="list-style-type: none"> USAID implemented these fields on February 28, 2020. |
| FY 2020, Q2 | Assess USAID's Acquisition and Assistance (A&A) Plan to identify future acquisitions over \$50 million and \$100 million to identify key opportunities to address Spend under Management (SUM). | Complete | <ul style="list-style-type: none"> In addition to the assessment, USAID added more detailed data fields, including the consideration of CM solutions as part of the assessment for future acquisitions. |
| FY 2020, Q3 | Issue a Procurement Executive Bulletin (PEB) and subsequent update to Chapter 300 of the Automated Directives System (ADS) regarding the mandatory use of CM or SUM contracts. | Complete | <ul style="list-style-type: none"> USAID issued Procurement Executive Board #2020-01 on CM, which provides staff specific steps to take for CM. |
| FY 2020, Q3 | Increase USAID's training and programmatic-engagement efforts related to the awareness and adoption of CM. | Complete | <ul style="list-style-type: none"> USAID engaged and conducted CM-specific training for all Washington OUs and has extended virtual training to Overseas Missions. |
| FY 2020, Q3 | Coordinate with OMB related to the attainment of our targets and goals (mid-term review). | Complete | <ul style="list-style-type: none"> USAID conducted a series of senior-level meetings to address CM goals. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q3 | Engage with major acquisition organizations within USAID to increase awareness of CM for planning for FY 2021. | Complete | <ul style="list-style-type: none"> The Goal Lead completed these meetings, with follow ups as necessary. |
| FY 2020, Q4 | Measure end-of-year data and assess status against our targets for FY 2020. | Complete | <ul style="list-style-type: none"> USAID has completed this analysis and will continue to assess the Agency's progress. The Agency will address any updates and proposed changes in USAID's FY 2021 Plan. |

Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

Strategic Objective Progress Update

During FY 2020, the State Department and USAID continued to modernize their infrastructure and bolster technological capabilities that improved the effectiveness of the U.S. Government's diplomacy and development work.

- The State Department continuously works to modernize and secure its infrastructure and operations, realizing nearly \$16 million in cost savings in FY 2020 through a combination of: increased use of data analytics for supply-chain managers, systems upgrades, and remote system deployment, and reductions in overseas fleet and associated maintenance and fuel costs.
- To modernize how it uses and prioritizes data, the State Department hired its first-ever Chief Data Officer, launched an Enterprise Data Council, rolled out a suite of new data-analytics courses at the Foreign Service Institute, and completed an Enterprise Data Maturity Assessment.
- The Department of State made significant progress in modernizing IT infrastructure this year in response to COVID-19. The pandemic forced a rapid and dramatic shift of our resources to teleworking and online collaboration. The level of access, mobility, and capabilities that our diplomats can leverage was unheard of before the pandemic. The Department of State's significantly expanded number of cloud-enabled applications are now accessible on personally owned and government-furnished mobile and desktop devices. A key factor in this success was the credential management system outlined in goal

4.2.4. The single sign-on solution authenticates 85,000+ users, simplifies access, and provides a secure mobile environment for mission-critical capabilities anywhere in the world.

- Established in FY 2019, the USAID DATA Board launched several landmark efforts in FY 2020 to modernize its data-management practices. The Board conducted an Organizational Data-Maturity Assessment; launched an Agency-wide data literacy curriculum; implemented a policy requiring data-management plans; standardized common data-sharing agreements; and implemented Master Data-Management practices to facilitate the Agency's re-organization.
- In FY 2020 USAID made great progress in deploying its Development Information Solution (DIS) system throughout the Agency. DIS is live in 38 OUs: more than 2,500 USAID staff and implementing partners are using DIS in different capacities worldwide. Through DIS, USAID is transforming the Agency into a more agile organization that can more effectively capitalize on development opportunities.

Performance Goal 4.2.1: Improved Capacity to Manage Development and International Assistance

Performance Goal Statement: By 2022, provide USAID staff access to integrated and accurate foreign-assistance portfolio data to better assess performance and inform decision-making (USAID)

Key Performance Indicators

Table 113: Number of OUs Adopting DIS

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 7 | 6 | 35 |
| Actual | N/A | N/A | 0 | 3 | 38 |

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------------|---|---|--|
| FY 2018, Q3 | <ul style="list-style-type: none"> First release of workstream 1 (WS1) Performance Management Agency pilot of WS5 DDL AIDTracker+ (AT+) is decommissioned | <ul style="list-style-type: none"> Complete Complete Complete | <ul style="list-style-type: none"> A selection of Missions tested the Q3 release of DIS to direct ongoing development AT+ and the Force.com version of A&A Plan were decommissioned Avoided \$2.2 million annual license fee A&A Plan replatformed to merge with DIS |
| FY 2018, Q4 | <ul style="list-style-type: none"> Second release of WS1 Performance Management First release of WS2 Budget Planning & Monitoring First Release (beta) of WS5 DDL | <ul style="list-style-type: none"> Complete Delayed Complete | <ul style="list-style-type: none"> A subset of Missions tested the second release of WS1 The release of WS2 was delayed to focus on WS1 |
| FY 2019, Q1 | <ul style="list-style-type: none"> WS5 DDL customization based on partner engagement and beta release feedback | <ul style="list-style-type: none"> Complete | <ul style="list-style-type: none"> WS5 DDL went live on November 9, 2018, and was opened to over 1,000 end users on November 13, 2018 |
| FY 2019, Q2 | <ul style="list-style-type: none"> Second release WS5 DDL Third release of WS1 Performance Management Integrated with A&A Plan system First release of WS2 Budget Planning & Monitoring OPS Master tool decommissioned | <ul style="list-style-type: none"> Complete Complete Complete Complete Delayed | <ul style="list-style-type: none"> Most of the development work is delayed until Q3 due to partial government lapse in appropriations OPS Master decommissioning delay is also due to shifted focus on WS1 Performance Monitoring |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------------|---|---|--|
| FY 2019, Q3 | <ul style="list-style-type: none"> Second release of WS2 Budget Planning & Monitoring First release of WS4 Portfolio Viewer First release of WS3 Project Management and Procurement Planning A&A Plan decommissioned Third release of WS1 Performance Management | <ul style="list-style-type: none"> Complete Complete Complete Complete In Progress | <ul style="list-style-type: none"> Budget Management baseline is deployed end of June Portions of the portfolio viewer are released as needed to support functionality deployed in workstreams 1 and 2 Procurement Planning (3b Phase 1) was live in July of 2018 and portions of Project Design (3a) have been completed As of late June 2019, A&A users utilize DIS to perform their A&A functionalities |
| FY 2019, Q4 | <ul style="list-style-type: none"> Second release of WS3 Project Management and Procurement Planning Third release of WS1 Performance Management | <ul style="list-style-type: none"> Delayed In Progress | <ul style="list-style-type: none"> A delay in funding has pushed this into FY 2020 The requirements for Project Design were provided to the DIS team in October 2019. |
| FY 2020, Q1 | <ul style="list-style-type: none"> Developed DIS Roadmaps New reporting for Partner Portal Enhancements to support annual indicator refresh FY2019 Standard FA Indicators available in DIS Third release of WS1 Performance Management | <ul style="list-style-type: none"> Complete Complete Complete Complete Complete | <ul style="list-style-type: none"> All future milestone reporting will be based on roadmap versus release. |
| FY 2020, Q2 | <ul style="list-style-type: none"> Support multiple Results framework Enhanced AOR/COR capabilities | <ul style="list-style-type: none"> Complete Complete | <ul style="list-style-type: none"> Continued to develop and deploy the application. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------------|--|---|--|
| FY 2020, Q3 | <ul style="list-style-type: none"> • New and improved advanced reporting capabilities • Enhanced PMP functionalities • Enhanced PPR extract functionalities | <ul style="list-style-type: none"> • Complete • In Progress • Complete | <ul style="list-style-type: none"> • Began Asia Bureau Regional deployment as a new priority activity. |
| FY 2020, Q4 | <ul style="list-style-type: none"> • FACTS Info integration • Mission Dashboards | <ul style="list-style-type: none"> • In Progress • In Progress | <ul style="list-style-type: none"> • Completed Asia Bureau Regional (excluding Afghanistan and Pakistan) deployment despite COVID-19 challenges • Completed one-way FACTS Info integration and will continue to work with Dept of State to complete integration activities |

Performance Goal 4.2.2: Expand and Leverage Logistics Analytics Capabilities

Performance Goal Statement: By 2022, establish a plan to expand and leverage analytics capabilities of the Department's integrated global logistics systems to drive data-informed decisions, efficiencies, and/or improved accountability in the supply chain (State)

Key Performance Indicators

Table 114: Supply Chain Cost Savings

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|--------------|---------------|-----------------|----------------|------------------|
| Target | N/A | N/A | \$10 million | \$10 million | \$10 million |
| Actual | \$10 million | \$6.2 million | \$16.65 million | \$9.61 million | \$15.702 million |

Indicator Analysis for Table 114:

- COVID-19 impacted the implementing environment resulting in an increased (+) discrepancy in target achievement.
- A/LM realized significant savings in FY 2020 despite COVID-19 challenges. The A/LM Analytics leverages transactional data to enable data-driven decision making for supply chain managers. Logistics Systems was able to overcome COVID impacts by pivoting to remote deployment of systems and upgrades in multiple areas. Overseas Fleet realized reduced fuel and maintenance expenses due to a reduction in fleet size.

Performance Goal 4.2.3: Implement key elements of the Federal Information Technology Acquisition Reform Act (FITARA)

Performance Goal Statement: By 2022, the Department will fully implement the key elements of FITARA, including IT Acquisitions oversight, IT Budget oversight, and IT Workforce competency (State)

Key Performance Indicators

Table 115: Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT investment through the Department's Capital Planning and Investment Control (CPIC) process

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 40% | 60% | 65% |
| Actual | N/A | N/A | 31% | 38% | 68% |

Table 116: Percent of Civil Service and Foreign Service IT workforce with known cloud-specific certifications on file

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 10% | 20% | 20% |
| Actual | N/A | N/A | 4.6% | 6.5% | 8.8% |

Indicator Analysis for Table 116:

- COVID-19 led to staffing constraints that resulted in an increased discrepancy in target achievement.
- We anticipate significant increases against the target in FY 2021 because of newly approved certificates and FSI distant learning course offerings.

Table 117: Percent of IT funding the Department CIO has direct review and oversight of the CIO

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 50% | 100% | 100% |
| Actual | N/A | N/A | 100% | 100% | 100% |

Performance Goal 4.2.4 (Agency Priority Goal): IT Modernization

Performance Goal Statement: By September 30, 2021, the Department will satisfy Field Enabling IT baseline levels for capability and performance at all field locations; modernize its suite of core, mission-aligned IT systems incorporating a Cloud Smart approach that enables the Department to share resources and measure efficiencies gained via common cloud platform environments; and achieve a continuous cyber risk diagnostics and monitoring capability that embeds security equities throughout the full lifecycle of all IT systems within every sponsored environment. (State)

Key Performance Indicators

Table 118: Percentage of systems that leverage the enterprise IDMS/ICAM solution

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 50% |
| Actual | N/A | N/A | N/A | N/A | 75% |

Indicator Analysis for Table 118: The ICAM program was accelerated to facilitate telework requirements implemented in response to COVID-19.

Table 119: Percentage of FISMA reportable systems that have an ATO

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 80% |
| Actual | N/A | N/A | N/A | N/A | 45% |

Indicator Analysis for Table 119: New systems are introduced periodically, and legacy systems are phased out, impacting the backlog and percentage of ATOs. In FY2020, many unclassified FISMA low rated systems expired and are currently being recertified.

Table 120: Percentage of Posts that have WiFi enabled to support SMART Mission

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 22% |
| Actual | N/A | N/A | N/A | N/A | 14% |

Indicator Analysis for Table 120: The COVID-19 response restricted travel to foreign locations. This brought a halt to all overseas Wi-Fi installations. Once travel restrictions are eased, installations will resume.

Table 121: Percentage of Bureau Executives that annually certify that their reported IT investments are accurate, strategically aligned, and meet privacy, cybersecurity framework, and incremental development requirements

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 100% |
| Actual | N/A | N/A | N/A | N/A | 100% |

Table 122: Advanced Decision Support: Percentage of network environments, with automated discovery, reporting IT assets to an Enterprise configuration management Data Base (CMDB) repository to support federal reporting requirements and advanced decision-making

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 40% |
| Actual | N/A | N/A | N/A | N/A | 39% |

Table 123: Develop and pilot AI/Predictive Modeling initiatives

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | N/A | N/A | 50% |
| Actual | N/A | N/A | N/A | N/A | 30% |

Indicator Analysis for Table 123: Due to COVID, we were unable to evaluate, test, and implement as many technologies as planned. This resulted in piloting one less solution than planned.

Key Milestones

Table 124: Secure, Modernized IT Infrastructure

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q1 | Implement IDMS/ICAM on 2 cloud platforms/applications | Completed | <ul style="list-style-type: none"> Successfully deployed Cloud iDaaS component of the State Enterprise Identity, Credential and Access Management solution within the FAN. |
| FY 2020, Q2 | Implement IDMS/ICAM on 3 cloud platforms/applications | Completed | <ul style="list-style-type: none"> Successfully deployed Cloud iDaaS component of the State Enterprise Identity, Credential and Access Management solution with WebEx and myData. |
| FY 2020, Q3 | Accelerate processing of ATO declarations for the Department's IT systems risk profiles (high, moderate, low). | On Track | <ul style="list-style-type: none"> Accelerated processing of ATO declarations for the Department's IT systems rated with a low security risk profile. Currently reviewing the process for completing the registration and self-assessment of the low impact systems in the Xacta GRC tool. |

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q4 | Implement IDMS/ICAM on 5 more cloud platforms/applications for a total of 10 | On Track | <ul style="list-style-type: none"> Exceeded the Agency Priority Goal of 50% of 20 target application platforms connected by the end of Q4 2020 by five. Implemented five new IDMS/ICAM environments to include: Citrix GW, Salesforce CRM, Amazon APPSTREAM, GO merit Based compensation, Blackberry Cloud-SAFE. |

Table 125: Field First IT

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|---|
| FY 2020, Q1 | Upgrade infrastructure at 10 posts to support WiFi, mobility, and cloud | Completed | |
| FY 2020, Q2 | Upgrade infrastructure at 20 posts to support WiFi, mobility, and cloud | Completed | |
| FY 2020, Q3 | Implement overseas focused SMART Mission based on user demand and requirements | Delayed | <ul style="list-style-type: none"> Overseas Enabling Baseline Technology project initiated to define the minimum standard of IT infrastructure and capabilities at each Post. Completed initial Post Technology Baseline and Gap Analysis. COVID travel restrictions have significantly delayed this effort. |
| FY 2020, Q4 | Upgrade infrastructure at 20 posts to support WiFi, mobility, and cloud | Delayed | <ul style="list-style-type: none"> Q3 WiFi deployments were suspended due to global COVID travel restrictions. The Department will revisit all future WiFi deployment targets once the COVID travel restrictions are lifted. |

Table 126: IT Operational Excellence

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|--|------------------|--|
| FY 2020, Q1 | IT Executive Council (ITEC) established and co-created with participating bureaus | Completed | <ul style="list-style-type: none"> Governance structure for CIO to oversee all Department IT |
| FY 2020, Q4 | All Department IT CPIC investment are certified to be accurate by the Bureau's executive | On Track | <ul style="list-style-type: none"> All Bureau Executives in the Department have certified some level of accuracy and completeness of data reported on IT investments, but only 42 percent of executives actively certified their respective investment's reporting ahead of the agency FY 2022 request submitted to the Office of Management and Budget in August 2020. The Department is working to improve executive involvement in certifying accurate IT investment data during the planning and budget process and is conducting targeted follow-up reviews between the CIO and Agency Budget Director organizations and select bureaus in Q1 of FY2021. |

Table 127: Advanced Decision Support

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2020, Q2 | Begin Robotic Process Automation (RPA) piloting effort | Completed | <ul style="list-style-type: none"> Launched Robotic Process Automation (RPA) and Hyper Automation efforts, including evaluating, testing, implementing prototypes that leverage third-party products and platform level AI tools |
| FY 2020, Q3 | Stand up RPA training environment and begin obtaining an enterprise license | Delayed | <ul style="list-style-type: none"> The standup of the training environment is 75 percent complete The elements of the RPA training environment include installation and testing of the license server, production and operational testing of robots, and installation of the Studio development tool Training documents have been prepared, and classes have been held for selected Department offices and employees Enterprise license requirements gathering initiated. |
| FY 2020, Q4 | Submit ATO for Robotic Process Automation. Create training and provisioning processes for RPA | On Track | <ul style="list-style-type: none"> Created approved ITCCB entries for the UiPath Studio, robot, and Orchestrator products. Diplomatic Security (DS) is developing a new clearance processing application based on the UiPath Attended Robot. Partnering with Amazon on a machine learning project to improve employee retention. Working on a chatbot for the help desk. Developing analytics and UiPath RPA integration to enhance the natural language interface. |

Performance Goal 4.2.5 (Agency Priority Goal): Data Informed Diplomacy

Performance Goal Statement: Advancing an enterprise data and analytics capability that enables cross-functional continuous insights, timely and transparent reporting, and evidence-based decision-making at the Department of State. By September 2021, we will align and augment a data and analytics cadre that can harness data and apply cutting-edge analytics processes and products to foreign policy and operational challenges, and fulfill the requirements of the Federal Data Strategy to include building the first Department Data Strategy and enterprise Data Catalog. (State)

Key Performance Indicators

Table 128: Percentage of employee data-related position descriptions created

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0% Q3: 8% Q4: 15% |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0% Q3: 0% Q4: 3.5% |

Indicator Analysis for Table 128: The Department had challenges acquiring relevant data to determine a baseline. This resulted in delays for creating and implementing data-related position descriptions.

Table 129: Number of available in-house data practitioner courses

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 5 Q3: 6 Q4: 8 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 5 Q3: 6 Q4: 9 |

Indicator Analysis for Table 129: COVID-19 impacted the implementing environment resulting in a larger-than-expected (+) discrepancy in target achievement.

Table 130: Number of participants completing in-house and partner-endorsed data analytics courses

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 488 Q3: 600 Q4: 800 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 488 Q3: 658 Q4: 989 |

Indicator Analysis for Table 130: COVID-19 impacted the implementing environment resulting in a larger-than-expected (+) discrepancy in target achievement.

Table 131: Number of key mission and business identified data sets enrolled in initial releases of data catalog

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 4 Q3: 9 Q4: 11 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 4 Q3: 4 Q4: 54 |

Indicator Analysis for Table 131:

- COVID-19 led to activity modifications or redirections that resulted in a larger-than-expected (+) discrepancy in target achievement.
- Data analytics efforts related to the COVID data response accelerated the data catalog effort. State Department implemented lessons learned to build a streamlined process.

Table 132: Number of data liaisons identified for each Bureau

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 5 Q4: 10 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 20 Q4: 25 |

Indicator Analysis for Table 132: All Data Liaisons were designated by EDC members during FY20 Q3, resulting in State Department exceeding its target.

Table 133: Completion percentage of the Department's Enterprise Data Strategy

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 40% Q4: 50% |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 25% Q4: 50% |

Table 134: Number of core programs applying data analytics products as reported by Bureau data liaisons

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 4 Q4: 10 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 4 Q4: 6 |

Indicator Analysis for Table 134: The Department leveraged insights from various bureau surveys and interviews to determine a preliminary list of where analytics products are being applied. Additional information is currently being acquired to determine a complete list of programs.

Table 135: Number of bureau liaisons reporting on 25% or better improvement in the time to meet business requirement reporting through the application of enhanced data management processes, tools, and techniques

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 4 Q4: 10 |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 0 Q3: 0 Q4: 7 |

Indicator Analysis for Table 135: A lack of unified metrics approach between the business-side and mission-side of the Department caused additional delays.

Table 136: Percentage increase in the number of data sets and analytical products available for enterprise use

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 5 Q3: 8% Q4: 10% |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 5% Q3: 8% Q4: 10% |

Table 137: Percentage increase in the number of data technology tools certified for enterprise-wide implementation

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--|
| Target | N/A | N/A | N/A | N/A | Q1: N/A Q2: 60% Q3: 65% Q4: 70% |
| Actual | N/A | N/A | N/A | N/A | Q1: N/A Q2: 60% Q3: 65% Q4: 70% |

Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Strategic Objective Progress Update

- COVID-19 disrupted operations domestically and overseas and posed unprecedented challenges to the USAID and State Department global workforce. In response to COVID-19, both USAID and State rapidly mobilized their virtual work capabilities by expanding telework, shifting recruitment and hiring to a virtual environment, and deploying new tools to ensure the security and wellness of USAID and Department staff.
 - USAID deployed the Mission Impact Dashboard, which merged the Mission Personnel Tracker and the Mission Capability Assessment into one platform to better inform data-driven decisions regarding mission and workforce needs.
 - The State Department launched Agility@State to advertise flexible work opportunities and transitioned to virtual Promotion and Commissioning Boards to assess performance and tenure and launched the Manager Support Unit to provide managers with practical guidance and tools to manage issues of performance and conduct.
- USAID's Office of Human Capital and Talent Management (HCTM) continued to facilitate [USAID's Human Resources \(HR\) Transformation](#), and to optimize the HR Operating Model to improve the customer experience; create efficiencies; increase automation to reduce manual work; enable innovation, transparency, and collaboration; and improve reporting capabilities.

- USAID/HCTM continues aggressively to strengthen the capabilities of LaunchPad, USAID’s one-stop-shop HR employee portal and case-management platform. In FY 2020, USAID enhanced automation, user experience, and intuitiveness for HR processes, including Foreign Service assignments and promotions, personnel actions, and workforce planning.
- In FY 2020, USAID/HCTM supported USAID’s restructuring by establishing four new Bureaus/Independent Offices.
- The State Department developed a robust Diversity and Inclusion community of practice consisting of employee-led councils at overseas posts and advisors in domestic bureaus; facilitated Open Conversations; launched *Culture of Inclusion* cable series on topics including hiring, promotion, and allyship; and launched a barrier analysis working group to identify potential barriers impeding the advancement and retention of underrepresented minorities per the February 2020 Government Accountability Office report.
- State strengthened both the Senior Executive Service (SES) and Civil Service by eliminating the Civil Service hiring backlog, piloting expedited veterans hiring for certain positions, enhancing the SES Pay Policy for new SES appointments and reassignments, and establishing a Succession Planning Pilot Program.

Performance Goal 4.3.2⁴⁹: GSA’s Customer Satisfaction Survey Human Capital Function

Performance Goal Statement: By 2022, the Department of State and USAID will achieve a 5.08 and 4.50 overall satisfaction score, respectively, in the Human Capital function of GSA’s Customer Satisfaction Survey (State and USAID)

Key Performance Indicators

Table 138: Overall Score on Human Capital Function of GSA’s Customer Satisfaction Survey (or USAID’s equivalent survey)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|----------------------------|----------------------------|----------------------------|----------------------------|---------------------------|
| Target | N/A | N/A | State: 4.88 USAID: 4.32 | State: 4.98 USAID: 4.3 | State: 5.08 USAID: 4.5 |
| Actual | State: 4.29 USAID: 2.99 | State: 4.68 USAID: 4.16 | State: 4.60 USAID: 3.91 | State: 4.58 USAID: 4.24 | State: 4.55 USAID: 3.9 |

Indicator Analysis for Table 138:

- Staffing constraints within USAID/HCTM, including challenges resulting from the COVID-19 pandemic, resulted in prolonged response times to HR requests, negatively affecting the customer experience. In FY 2020, customers had also not yet been fully empowered and trained to use the range of new HR tools that were being developed to improve the customer service experience.
- For the State Department, challenges from the COVID-19 pandemic resulted in slight delays in implementation of customer service improvements. The Bureau of Global Talent Management is working to implement a new Customer Service Case Management System to bolster customer service delivery in FY 2021.

⁴⁹ Performance Goal 4.3.1 was closed out in the FY 2019 APR.

Performance Goal 4.3.3: OPM’s Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) Score

Performance Goal Statement: By 2022, the Department of State will increase its FEVS calculated Employee Engagement Index to 72 percent (State)

Key Performance Indicators

Table 139: Overall Score on FEVS Employee Engagement Index (EEI)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|-------------------|
| Target | N/A | N/A | N/A | 70 | 70 |
| Actual | N/A | 70 | 69 | 68 | N/A ⁵⁰ |

⁵⁰ Data collection for this indicator was still in progress at time of publication. Data represents information available as of December 14, 2020. Final data will be included in the FY 2021 APR.

Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

Strategic Objective Progress Update

Though facing unprecedented challenges because of the global COVID-19 pandemic, the State Department and USAID remained committed to serving the development and diplomatic community with a laser focus on security, resiliency, and stewardship. By ensuring high security standards and conducting periodic reviews, the Department continues to advance its commitment of protecting life and property. USAID made significant progress reducing its physical footprint by consolidating more than 1,800 staff into the USAID Annex building and increasing the flexibility of workplace and mobility of its workforce. Increased workplace flexibilities facilitated the Agency's move to mandatory telework during the pandemic of COVID-19.

- Since the onset of the COVID-19 global outbreak the Bureau of Overseas Operations (OBO) deliberately reviewed the health and safety conditions at over 80 active construction projects employing 16,000 construction workers worldwide and implemented site-specific preventative measures and robust contingency planning for each construction project to prevent and contain the spread of COVID-19. OBO also guided posts worldwide in developing appropriate facilities management protocols and procedures with a focus on cleaning and disinfecting facilities and improving building ventilation systems to help prevent the spread of COVID-19.
- Notwithstanding COVID-19 challenges, OBO moved 798 personnel into safe, secure, and functional facilities, broke ground on two new embassy/consulate projects and dedicated two others, awarded nine major construction projects and eleven design contracts, and acquired five new embassy/consulate sites. OBO also resolved 144 physical security deficiencies, assisted 64 overseas department-assisted schools with COVID-19 mitigation, provided 152 fire life-safety inspections and trained 7,146 people in fire prevention.
- OBO developed the FY 2021 Design Standards and incorporated new protocols and tools that formalize standardization in the design of diplomatic facilities allowing for greater fit-to-purpose design in response to program, site, regional construction markets, and life-cycle cost measures. OBO continued transitioning to a holistic and regionalized approach to maintenance strategies to protect and preserve the Department's global real estate assets. The newly developed sustainment, restoration, and modernization (SRM) model enables better forecasting methodologies and reductions in deferred maintenance and repair for overseas facilities.

- Diplomatic Security (DS) launched the Post Security Program Review (PSPR) Module and Security Directives Library within the Regional Security Offices (RSO) Tools platform. By automating and optimizing the PSPR process, DS can proactively work with posts and relevant program offices to identify and address security deficiencies to improve PSPR ratings.

Performance Goal 4.4.1: Post Security Program Review

Performance Goal Statement: By 2022, ensure that diplomatic missions reviewed through the Post Security Program Review (PSPRs) process receive a 95-100 percent rating (State)

Key Performance Indicators

Table 140: Percent of reviewed posts receiving a 95-100 percent PSPR score

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 80% | 85% | 90% |
| Actual | N/A | 80% | 67% | 78% | 84% |

Performance Goal 4.4.2: People Moved into Safer and More Secure Facilities

Performance Goal Statement: By 2022, Department of State will move overseas U.S. government employees and local staff into secure, safe, and functional facilities at a rate of 3000 staff per year. (State)

Key Performance Indicators

Table 141: Number of U.S. Government employees and local staff moved into safer and more secure facilities

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 3,000 | 3,000 | 1,324 |
| Actual | 538 | 3,072 | 3,108 | 5,193 | 798 |

Indicator Analysis for Table 141: The impact of COVID-19 on global construction sites has been significant. Out-year targets have been modified but remain fluid as projects worldwide continue to be suspended/activated on a country-by-country basis, depending on host government COVID-19 protocols and restrictions. Procurement delays, stoppages of shipments of critical materials, and travel restrictions also delayed project schedules and prevented critical project compliance inspections, commissioning activities and construction projects completions.

Performance Goal 4.4.3: Improve USAID Office Space Safety and Efficiency through Consolidation

Performance Goal Statement: By 2022, domestically, USAID will improve safety and efficiency by consolidating scattered smaller spaces into more efficient larger locations (USAID)

Key Performance Indicators

Table 142: Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 0% | 0% | 100% |
| Actual | N/A | N/A | 0% | 0% | 100% |

Table 143: Percent completion of Phases 3 and 4 of the Ronald Reagan Building Renovation (RRB)

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|---------|
| Target | N/A | N/A | 0% | 33% | 100% |
| Actual | N/A | N/A | 0% | 33% | 90% |

Indicator Analysis for Table 143:

- COVID-19 led to staffing constraints that resulted in a larger-than-expected discrepancy in target achievement.
- COVID-19 affected the implementing environment, resulting in a larger-than-expected discrepancy in target achievement.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|---|
| FY 2019, Q4 | Office lease with sufficient space to accommodate staff in all Washington smaller offices outside of the Agency's headquarters in the RRB | Complete | <ul style="list-style-type: none"> USAID has secured lease space for USAID Annex 1. |
| FY 2019, Q4 | Construction completed and interior outfitting procured for USAID Annex 1. | Complete | |
| FY 2020, Q1 | Phase 5 and 6 of RRB Renovation initiated with GSA | Complete | |
| FY 2020, Q4 | Percent of affected employees for RRB renovation moved to swing space by FY 2019, Q4 | Delayed | <ul style="list-style-type: none"> Will be completed FY 2021, Q4 due to COVID-19-related delays in execution. |
| FY 2020, Q4 | Construction completed and E3 moved into RRB second floor (FY 2020, Q4) | Delayed | <ul style="list-style-type: none"> Expected completion date revised due to execution delays related to COVID-19. |
| FY 2020, Q4 | Phase 5 of RRB Renovation begun | Complete | |

Performance Goal 4.4.4 (Agency Priority Goal): Enhancing Security Monitoring Solutions

Performance Goal Statement: Update technical security countermeasures for Department of State (DOS) facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. By September 30, 2021, upgrade 20% of DOS facilities' security monitoring solutions. (State)

Key Performance Indicators

Table 144: Security Monitoring Solutions Enhancements

| Value Type | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|------------|---------|---------|---------|---------|--------------------------------------|
| Target | N/A | N/A | N/A | N/A | Q1: 9 Q2: 18 Q3: 27 Q4: 36 |
| Actual | N/A | N/A | N/A | N/A | Q1: 17 Q2: 19 Q3: 19 Q4: 24 |

Indicator Analysis for Table 144:

- Various elements contribute to the teams' success in achieving its goals. The teams must be able to travel, be fully staffed and trained, and have obtained a proper security clearance, passport, and visa. Failure to obtain any element can significantly affect the progress of a project.
- As a response to the global pandemic, countries' laws affect the Department's ability to travel and enter. The current restrictions on travel are slowing the progress of scheduled enhancements.

Key Milestones

| Due Date: FY and Quarter | Milestone | Milestone Status | Progress Update |
|--------------------------|---|------------------|--|
| FY 2020, Q1 | Perform at least 10 designs for DOS facilities' security monitoring solutions. | Complete | <ul style="list-style-type: none"> 9 designs performed in Q1. |
| FY 2020, Q2 | Conduct no fewer than 30 surveys of DOS facilities. | Complete | <ul style="list-style-type: none"> 30 surveys conducted through Q2 FY 2020. |
| FY 2020, Q3 | Perform at least 30 designs for DOS facilities' security monitoring solutions. | Complete | <ul style="list-style-type: none"> 43 design packages completed by the end of FY 2020 Q3, 18 of which were performed in Q3. |
| FY 2020, Q4 | Conduct no fewer than 60 surveys of DOS facilities | Delayed | <ul style="list-style-type: none"> 32 Surveys have been completed through Q4 FY20 |
| FY 2020, Q4 | Update 36 DOS facilities with enhanced technical security monitoring solutions. | Delayed | <ul style="list-style-type: none"> 24 DOS facilities enhanced through the end of Q4. Process has been slowed due to COVID-19 mitigation measures and host country and post travel restrictions. |
| FY 2020, Q4 | Conduct an internal data driven analysis with BP and DS to access risks, issues, challenges and review lessons learned. | Complete | <ul style="list-style-type: none"> A data driven review with BP and DS was conducted on 11/23/20. |

Annex 1: Indicator Methodology

Strategic Goal 1

Table 145: Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems

| Key Indicator | Indicator Methodology |
|---|---|
| Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols | Data are provided on the IAEA's website (IAEA.org) as Member States sign, receive Board of Governors' approval of, and/or bring into force an AP. There are no known limitations to these data. |
| Number of new countries adopting the control lists of one or more of the multilateral export control regimes | Information on regime membership is posted on the MTCR, AG, and WA websites. There are no known limitations to these data. |
| Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense | Data are cumulative and are collected from bilateral consultations, Embassy reporting, and DoD reporting. Most of the data will be publicly known or available, but at times some information may remain classified. In addition, the data do not include multipurpose capabilities, such as ships, where ballistic missile defense is just one capability that the asset employs. In the future, a U.S. ally's or partner's upper tier BMD deployments using U.S.-developed and -manufactured BMD radars and interceptors may be appropriate to include as a performance indicator especially if U.S. military forces are incidentally protected along with their country's population and territory. For example, although the Japanese Self-Defense Force would have owned and operated the two land-based Aegis Ashore sites, this upper tier BMD capability would incidentally have protected U.S. military forces stationed on Japanese territory. The Aegis Ashore components—including the Aegis Weapon System, SPY-7 phased array radar, MK 41 Vertical Launch System, and SM-3 Block IIA interceptors—were developed and are manufactured by U.S. industry. The SM-3 BLK IIA was co-developed and is co-produced with Japanese industry. The Japanese ship-based alternative option of 2 "Aegis system-equipped vessels" employing as many of the original Aegis Ashore components as possible will not likely be available until later in the decade. The Aegis Ashore sites would have had 24 interceptors operational at each site similar to the Aegis Ashore sites in Romania and eventually Poland. |

Table 146: Strategic Objective 1.2: Defeat ISIS, Al-Qa’ida, and other international terrorist and extremist organizations, and counter state-sponsored, regional and local terrorist groups that threaten U.S. national security interests

| Key Indicator | Indicator Methodology |
|---|---|
| Number of civilian casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria | START GTD: (https://www.start.umd.edu/gtd/trends-in-global-terrorism-islamic-statesdecline-in-iraq-and-expanding-global-impact-fewer-mass-casualty-attacks-in-western-europe-number-of-attacksin-the-united-states-highest-since-198/) Information in the GTD is drawn entirely from publicly available, opensource materials. These include electronic news archives, existing data sets, secondary source materials such as books and journals, and legal documents. All information contained in the GTD reflects what is reported in those sources. While the database developers attempt to corroborate each piece of information among multiple independent open sources, they make no further claims as to the veracity of this information. Users should not infer any additional actions or results beyond what is presented in a GTD entry; specifically, users should not infer an individual associated with a particular incident was tried and convicted of terrorism or any other criminal offense. If a new documentation about an event becomes available, an entry may be modified as necessary and appropriate. |
| Cumulative total number of internally displaced persons (IDPs) who have safely and voluntarily returned to territories liberated from ISIS in Iraq and Raqqa, Syria | Data sources are: Raqqa, Syria: UN Office for the Coordination of Humanitarian Affairs (UNOCHA) “Syrian Arab Republic: IDP Spontaneous Returns Stock and Flow Data, Jan-Dec 2019.” This report uses information as reported by HNAP and OCHA for Syria for 2019. Iraq: IOM: The IDP and Returnees Master Lists collect information on numbers and locations of IDPs and returnee families through an ongoing data collection system that identifies and routinely updates figures through contacts with key information. The unit of observation is the location. Master Lists collect information on the total number of families displaced or returned to a location at the time of data collection and are fully updated in one calendar month, which means that information on all locations is updated once a month. In two weeks, approximately 50 percent of the locations are updated, data are sent to the IOM Information Management Unit, and the dataset with partial updates is released after quality control, while the teams continue to update information from the remaining locations. By the end of the month, the update is completed and the Displacement Tracking Matrix (DTM) report is published with fully updated information on IDPs and returnees. At the end of every round of updates, the new count replaces the old count. http://iraqdtm.iom.int/ |
| Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS | This indicator reflects the number of countries and international organizations (including the United States) that have formally joined the Global Coalition to Defeat ISIS. For purposes of this indicator, a Coalition Member can be defined as any country or international organization |

| Key Indicator | Indicator Methodology |
|--|---|
| | that formally joins the Global Coalition and has agreed to publicly acknowledge its membership. This indicator will be measured annually and will report the total number of Coalition Members at the end of the calendar year. Subcategories include the number of Coalition partners who have conducted airstrikes against ISIS targets in Iraq; the number of Coalition partners who have contributed humanitarian or stabilization assistance in Iraq; and the number of Coalition partners who have contributed humanitarian or stabilization assistance in Syria. |
| Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments | Refer to the Indicator Reference Sheet (IRS) for standard foreign assistance indicator PS.1.2-1 |
| Number of counterterrorism messaging campaigns completed, to include those that involve cooperation with foreign governments and/or foreign messaging centers | The data source is GEC internal records of coordinated campaign plans and implementation. |

Table 147: Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights and the rule of law

| Key Indicator | Indicator Methodology |
|--|---|
| Number of U.S. Government-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale | Refer to the IRS for standard foreign assistance indicator PS.6.2-5 |
| Number of people participating in U.S. Government-supported events, trainings, or activities designed to build mass support for peace and reconciliation | Refer to the IRS for standard foreign assistance indicator PS.6.2-4 |
| Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator GNDR-10 |
| Number of individuals receiving voter education through U.S. Government-assisted programs | Refer to the IRS for standard foreign assistance indicator DR.3.2-4 |
| Number of individuals receiving civic education through U.S. Government-assisted programs | Refer to the IRS for standard foreign assistance indicator DR.3.2-5 |

| Key Indicator | Indicator Methodology |
|--|--|
| Number of non-state news outlets assisted by U.S. Government | Refer to the IRS for standard foreign assistance indicator DR.5.3-1 |
| Number of judicial personnel trained with U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator DR.1.3-1 |
| Number of U.S. Government-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees | Refer to the IRS for standard foreign assistance indicator DR.4.3-1 |
| The number of host nation criminal justice personnel who received U.S. Government-funded Anti-Trafficking in Persons training | TIP Office programs that contribute to these results include the short-term Training and Technical Assistance Program, bilateral programming, the Child Protection Compact (CPC) Partnership, and the Program to End Modern Slavery. The data source is progress reports from implementing partners; the office performs annual data quality assessments on all data collected. In prior years, this was the only indicator the TIP Office used to measure training on human trafficking. Starting in FY 2019 the office broke training down into three separate indicators, one measuring the number of individuals trained on prevention, another measuring individuals trained on protection, and the other (this indicator) measuring individuals trained on prosecution. |
| Metric tons of illicit narcotics seized by U.S. Government-supported host government officials in U.S. Government-assisted areas | Data is collected through regular reporting by implementing partners to program managers, and then compiled through INL's semi-annual data call on counter-TOC capacity building efforts implemented with INCLE funds. All actions reported were not necessarily explicitly or exclusively caused by Department funding but were included if foreign capacity building was assessed as having played a contributing role. The data may be over-inclusive in cases where reporting is not wholly reliable, or where data reported was only loosely tied to program interventions. A number of countries with programs related to combating TCOs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including particularly foreign governments. Alternatively, the breadth or ambiguity of some governments' laws may contribute to overreporting and an inflation of indicator data (i.e., arrests). Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures. |
| Number of vetted and specialized law enforcement units receiving support | Data is collected through regular reporting by implementing partners to program managers, and then compiled through INL's semi-annual data call. The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link data with specific programs and funding as directly as possible. Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures. |

| Key Indicator | Indicator Methodology |
|--|--|
| Arrests made by U.S. Government-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans | Data is collected through regular reporting by implementing partners to program managers, and then compiled through INL's semi-annual data call on counter-TOC capacity building efforts implemented with INCLE funds. All actions reported were not necessarily explicitly caused by Department funding but were included if foreign capacity building played a contributing role. The data may be over-inclusive in cases where reporting is not wholly reliable, or where data reported was only loosely tied to programs. A number of countries with programs related to combating TCOs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including foreign governments. Alternatively, some governments' laws tend to inflate indicator data (i.e., arrests). Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures. |

Table 148: Strategic Objective 1.4: Deter aggression, increase capacity, and strengthen resilience of our partners and allies facing malign influence and coercion by state and non-state actors

| Key Indicator | Indicator Methodology |
|--|--|
| The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects as a result U.S. Government action | The Department will measure this indicator by initially determining a region-by-region list of strategic energy infrastructure projects that the Department is actively supporting in order to strengthen the resilience of its partners and allies facing malign influence and coercion by state and non-state actors. The Department will then track the value of funds committed toward the list of international strategic energy infrastructure goals and projects. Data will be derived from project reports of international financial institutions, infrastructure-project documentation, official public announcements and other evidence of investment bank decisions, new contract signings, and open source reporting from U.S. embassies, other U.S. Government agencies, and analyst firms. Data-quality is generally be sound given the due diligence conducted by investors to justify the amount of capital involved, though the terms of some agreements — particularly those receive private finance — can be business-confidential and thus must be protected. The Department will be careful to ensure financing figures included in publicly announced agreements related to energy projects represent actual capital commitments, and not aspirational goals. |
| Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues | S/CCI, in coordination with Department regional and functional bureaus, maintains and reports all relevant data at the end of each fiscal year. The parameters for a new or sustained partnership with a nation, economy, or regional organization are defined by State Department diplomatic engagement and/or development assistance activities. These could include, but are |

| Key Indicator | Indicator Methodology |
|--|---|
| | not limited to, activities such as bilateral dialogues, multilateral dialogues, working groups, steering committees, capacity building, and joint-cooperation. The data will define the partner and our nature of the engagement(s) with them. S/CCI anticipates challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar. To ensure data quality, the data will be defined throughout the reporting period with the partner and type(s) of engagement. The total number of partners will be cumulated annually. In addition, every reporting year, a narrative will accompany the data that provides justification and context for the number in the reporting year, as well as projection into the next year. For example, if in FY 2019 State did not sustain its engagement with a partner due to scheduling conflicts, S/CCI would explain that in the narrative and would include that partner in expected FY 2020 results. |
| Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues | The data are generated by looking at the new and sustained partners of the Department of State in order to determine the number of enhanced diplomatic engagements that occurred from the list of partners and their existing engagement(s) from previous years. The data are defined by the total number of enhanced engagements accumulated annually. For example, annually State has a bilateral cyber dialogue with Country X. Therefore, Country X is counted as a sustained partner. The data do not capture cumulative or sustained activity; instead, they measure the number of occurrences in a given year. To this point, coupled with the nature and significance of the work, S/CCI expects the annual numbers to be smaller than the indicator of new or sustained engagements. There are limitations in being able to define an enhanced engagement since it can be relative to each partner, and the needs in cyberspace are rapidly changing. Additionally, the ability to enhance our engagements with partners is contingent on having the appropriate human and budgetary resources to do so. To ensure data quality, the data will be defined throughout the reporting period by the enhanced engagement(s). In addition, every reporting year, a narrative that provides justification and context for the number in the reporting year, as well as projection into the next year, will accompany the data. |

Table 149: Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

| Key Indicator | Indicator Methodology |
|---|---|
| Number of new governments sharing information with the United States to prevent terrorists from reaching the border | CT Terrorist Screening and Interdiction Programs negotiates and monitors implementation of HSPD-6 arrangements. |

| Key Indicator | Indicator Methodology |
|---|--|
| Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches | The indicator tracks the number of State-funded initiatives, as captured by CT/Multilateral Affairs. |
| Activation of appropriate Consular crisis response tools within six hours after notification of a crisis event (Retired/Revised replaced in 2020 with the indicator below) | CA collects and reviews emails sent internally from first notification of a crisis event throughout decision-making and activation of crisis response tools. After the crisis event, CA uses these timestamped emails to create an event log that indicates the date and time of decisions and “go-live” times for all appropriate tools. Crisis events are defined as those for which CA or the Department more broadly activates a task force or monitoring group, or for which CA’s ACS office dedicates significant resources. For each crisis throughout the reporting period, CA used these logs to measure whether all appropriate tools were launched within six hours (marking 100 percent activation within timeframe for the given crisis). Though CA’s ACS office initiates the activation of the crisis tools, it works in conjunction with other offices to ensure the activation is complete. |
| Percent of appropriate consular crisis responses activated within six hours after notification of a crisis event. (This is a revised indicator.) | <p>Consular Crisis responses are activated at the request of the Incident Commander (IC) or OCS leadership. Crisis responses can range from ad hoc groups formed to assist posts and U.S. citizens to a full consular task force aimed at collecting, tracking, and disseminating information about U.S. citizens requiring assistance because of a crisis overseas.</p> <p>The data will be calculated by tracking the time of requests for assistance or notifications of crises to ACS leadership and the timing of coordinated crisis responses as necessitated by the situation.</p> |
| Achieve all required dissemination targets for travel advisory content within three hours of final Department clearance for each country that moves into the Level 3 (Reconsider Travel) or Level 4 (Do Not Travel) category (Retired 2020) | To determine the FY 2019 results, individual country officers consulted their records to determine the dates of FY 2019 travel advisory updates. Country officers consulted email time stamps to recreate the timeline of each dissemination step. Results were collected in a shared spreadsheet with analysis conducted by the CIP working group. |
| Percent of country information pages on travel.state.gov reviewed and updated at least once annually to ensure current and relevant safety and security information. (This is a new indicator for FY 2021. Formal measurement will begin this fiscal year.) | Data will be collected using the Travel.state.gov Content Management system (CMS), with tracking and analytics by the OCS Web team. Percentage of pages that were reviewed within 12 months will be compared across the total number of applicable pages. Monitoring of the dates will allow determination whether updates are made on a consistent and regular basis. An annual review will provide the reporting mechanism to identify and address items still in need of review. |

| Key Indicator | Indicator Methodology |
|--|--|
| Process 99 percent of passport applications within publicly available timeframes | CA generates two reports using the Management Information System—the routine aging report and the expedite aging report—to determine if CA is meeting the customer service expectations posted on the Department’s website, https://travel.state.gov/content/passports/en/passports.html . The reports track the total number of days it takes to process an application. |

Strategic Goal 2

Table 150: Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to US job creation

| Key Indicator | Indicator Methodology |
|--|--|
| Number of Annual State Department high-level commercial advocacy efforts to support U.S. export of goods and services | The indicator tracks advocacy cases recorded as a “WIN” where interactions by senior Department of State officials (Ambassadors, Deputy Chiefs of Mission, Principal Officers, or Deputy Assistant Secretary level and above) supported the successful outcome in favor of a U.S. firm. This calculation is made using WINs recorded in the Advocacy Center’s Salesforce tracking database as having State contribution, Commerce’s annual Summaries of Wins document, and supplementary reporting to EB. |
| Number of U.S. aviation agreements reached or expanded | This indicator tracks official bilateral and multilateral agreements in the civil aviation sector, primarily those that expand access to foreign markets for U.S. carriers such as Open Skies agreements. In addition to the number of agreements concluded, when appropriate the Department may note relevant milestones relating to progress on reaching new agreements as well as discussions and actions taken to enforce existing air transport agreements where necessary to ensure a level playing field for U.S. industry. The indicator results include amendments to existing agreements that expand market access for U.S. airlines. |
| The World Bank’s Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming | These data come from the World Bank’s Doing Business database (http://www.doingbusiness.org), under the Trading Across Borders indicator. The indicator represents an average of the overall distance-to-frontier score, not the ranking, for those countries that benefit from USAID’s Trade and Investment programming for that year in USAID’s annual Operational Plans. The World Bank calculates these scores by taking the simple average of the distance-to-frontier scores for the time and cost for documentary and border compliance to export and import for that country. The World Bank gathers their data |

| Key Indicator | Indicator Methodology |
|--|---|
| | through a questionnaire administered to local freight-forwarders, customs brokers, port authorities, and traders. |
| Value of information and communications technology services exports | The U.S. Department of Commerce's Bureau of Economic Analysis (BEA) gathers information about U.S. services exports as part of its estimation of U.S. GDP. This indicator is drawn from the BEA International Services dataset, Table 3.1, U.S. Trade in ICT and Potentially ICT-Enabled Services, by Type of Service, Line 1. These data are reported annually by BEA: https://apps.bea.gov/iTable/iTable.cfm?reqid=62&step=9&isuri=1&6210=4) |
| Number of companies participating in the U.S.-EU Privacy Shield | Tracks the official number of organizations that have completed self-certification to the U.S.-EU Privacy Shield Framework and are currently enrolled in the program. The DOC provides indicator data. Given the Privacy Shield was launched in August 2016, organizations were unable to complete self-certification prior to FY 2017, hence there are no figures available for FY 2016. |
| Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process | The APEC Secretariat tracks the number of economies that participate in the CBPR Process. |
| Number of private sector firms that have improved management practices or technologies as a result of U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator EG.5.2-2 |
| Number of countries that participate in State scientific fellowships and exchanges | The number of countries visited directly correlates to the number of countries that benefit from the exchanges and is an indicator of substantive engagement with partners to promote and expand engagement in science, technology, and innovation to boost American prosperity |

Table 151: Strategic Objective 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives

| Key Indicator | Indicator Methodology |
|--|--|
| Value of annual sales of producers and firms that are receiving U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator EG.3.2-26 |
| Number of individuals in the agriculture system who have applied improved management practices or technologies with U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator EG.3.2-24 |
| Value of new private-sector investment leveraged by the U.S. Government to support food security and nutrition | Refer to the IRS for standard foreign assistance indicator EG.3.1-14 |

| Key Indicator | Indicator Methodology |
|---|---|
| Number of children under age five reached with nutrition-specific interventions through programs funded by the U.S. Government | Refer to the IRS for standard foreign assistance indicator HL.9-1 |
| Hectares under improved management practices or technologies that promote improved climate-risk reduction and/or natural-resources management | Refer to the IRS for standard foreign assistance indicator EG.3.2-28 |
| Number of USAID Feed the Future evaluations completed | USAID continues to track the number of evaluations completed and uploaded onto our publicly accessible Development Experience Clearinghouse (DEC) website (https://dec.usaid.gov/dec/home/Default.aspx). Unlike other indicators, which include interagency results collected through the FTFMS, this indicator only tracks data from USAID. The completion date of an evaluation and the date of its upload to DEC often do not match. This report includes an evaluation in the quarter in which it appeared on the DEC, not when it was completed. |
| Percentage of female participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) | Refer to the IRS for standard foreign assistance indicator GNDR-2 |
| Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities | Refer to the IRS for standard foreign assistance indicator GNDR-4 |
| Number of people reached by a U.S. Government-funded intervention providing gender-based violence services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other) | Refer to the IRS for standard foreign assistance indicator GNDR-6 |
| Number of legal instruments drafted, proposed, or adopted with U.S. Government assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level | Refer to the IRS for standard foreign assistance indicator GNDR-5 |
| Number of countries with improved learning in primary grades | USAID revised the methodology for this indicator in FY 2019. In previous years, USAID calculated the indicator by using Sustainable Development Goal (SDG) Indicator 4.1.1.b: “Proportion of children and young people at the end of primary school achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex.” However, insufficient data were available to support reporting. In FY 2019 and future years, USAID will calculate this indicator instead by using Foreign Assistance Standard Indicator ES.1-1: “Percent of |

| Key Indicator | Indicator Methodology |
|--|--|
| | learners targeted for U.S. Government assistance who attain a minimum grade-level proficiency in reading by the end of grade 2.” USAID made this change to improve data coverage and to report outcomes more closely aligned with USAID’s manageable interests. Refer to the IRS for standard foreign-assistance indicator ES.1-1 |
| Number of learners in primary schools or equivalent non-school based settings reached with U.S. Government education assistance | Refer to the IRS for standard foreign assistance indicator ES.1-3 |
| Number of firms receiving U.S. Government-funded technical assistance for improving business performance | Refer to the IRS for standard foreign assistance indicator EG.5.2-1 |
| Full-time equivalent employment of firms assisted under U.S. Government programs | Refer to the IRS for standard foreign assistance indicator EG.5-2 |
| Number of people gaining access to a basic drinking water service as a result of U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator HL.8.1-1 |
| Number of people gaining access to a basic sanitation service as a result of U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator HL.8.2-2 |
| Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator EG.10.2-3 |
| Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of U.S. Government sustainable landscapes activities | Refer to the IRS for standard foreign assistance indicator EG.13-5 |
| Number of countries that have positive engagements on strategically addressing air pollution with the U.S. Government | Priority countries for air quality engagement are identified based on pollution levels in their cities in the WHO’s database of annual concentration data, as well as other criteria such as population density, economic development, bilateral relationships, existing regional initiatives, and export potential for U.S. pollution control technologies. Indications of positive engagement on air pollution include, but are not limited to: increased availability of reliable data through more monitoring networks reporting real-time data with transparent methods; deployment of studies to test monitoring and mitigation technology in high pollution areas and to identify pollution sources; expanded availability of health messaging for the public on what air quality levels mean and how to reduce exposure to air pollution; new air quality laws, regulations, or policies, or strengthened enforcement of existing laws and regulations; and reduced annual |

| Key Indicator | Indicator Methodology |
|---------------|--|
| | particulate matter concentrations from modeled or actual data between initial engagement and 2025 (particulate matter is an air pollutant that is particularly damaging to human health). This indicator measures positive engagement with countries on air quality, with an ultimate goal of enhancing the availability, reliability, and relevance of air quality data worldwide, and addressing poor air quality through laws, regulations, and other programs. |

Table 152: Strategic Objective 2.3: Advance U.S. economic security by promoting market-oriented economic and governance reforms, combating corruption, and ensuring energy security

| Key Indicator | Indicator Methodology |
|--|--|
| Number of beneficiaries with improved energy services due to U.S. Government assistance | Refer to the IRS for standard foreign assistance indicator EG.7.1-1 |
| Value of U.S. exports of 1) energy resources; 2) energy-sector services; and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts | The Department will inventory U.S. energy exports that result from State's and USAID's efforts, including exports of pipeline gas and liquid natural gas (LNG), energy-sector services, and energy technologies (including energy equipment). Energy-resource exports focus on, but are not restricted to, exports of natural gas. Energy-sector services and energy technologies include all energy sectors, such as oil and gas, coal, nuclear, renewables, and energy storage. Support from the Department and USAID requires substantive involvement in the export result. This includes, for example, advocacy on behalf of U.S. companies, introductions of U.S. exporters to foreign importers, diplomatic efforts, and facilitating investment projects leading to U.S. exports. |
| Amount of investment mobilized (in USD) for energy projects (including clean energy) as supported by U.S. Government assistance | Refer to the IRS for standard foreign assistance indicators EG.7.2-1 and EG.12-4 |
| Clean energy generation capacity (MW) supported by U.S. Government assistance that has achieved financial closure | Refer to the IRS for standard foreign assistance indicator EG.12-5 |
| Number of energy sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance | Refer to the IRS for standard foreign assistance indicators EG.7.3-1 and EG.12-3 |

| Key Indicator | Indicator Methodology |
|--|--|
| Number of countries that improved their energy infrastructure to reduce their vulnerability to a dominant gas supplier or to reduce dependence on an oil subsidy scheme, or reduced their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline) | State modified the 2016 baseline for this indicator to reflect that infrastructure can be calculated more easily on an FY basis, while oil import data is typically reported on a calendar year basis. Therefore, the existing energy infrastructure for European, Central American, and Caribbean countries are reported as a comparison in FY 2018 compared to FY 2016, and the oil imports data for FY 2018 is 2017 calendar year data as compared to 2016 calendar year data. “Dominant supplier” is defined as a single foreign country (not the United States) that supplies, through non-transparent, state-controlled oil and gas companies, more than 50 percent of a country’s natural-gas imports. Gas suppliers that are private-sector companies or state-controlled companies with transparent corporate governance will not be considered dominant suppliers. The focus is on expanding gas-import and internal pipeline infrastructure to improve resilience against foreign suppliers that use dependence upon gas imports as political and economic leverage, such as Russia in Central and Eastern Europe. “Foreign-subsidy schemes” for oil imports involve the below-market provision of oil and/or oil products by a government or state-owned oil company to a country. As with dominant gas suppliers, the focus is on those that could use such schemes for political and economic leverage with the recipients. One example is Venezuela’s Petrocaribe program, as well as politically driven petroleum sales. |
| Number of government officials receiving U.S. Government-supported anti-corruption training | Refer to the IRS for standard foreign assistance indicator DR.2.4-1 |
| Number of people affiliated with non-governmental organizations receiving U.S. Government-supported anti-corruption training | Refer to the IRS for standard foreign assistance indicator DR.2.4-3 |
| Number of anti-corruption measures proposed, adopted or implemented due to U.S. Government assistance, to include laws, policies, or procedures | Refer to the IRS for standard foreign assistance indicator DR.2.4-4 |
| Number of target countries with new Fiscal Transparency Innovation Fund projects | Data for this indicator come 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. |

Strategic Goal 3

Table 153: Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

| Key Indicator | Indicator Methodology |
|---|--|
| Percentage of USAID Country Development Cooperation Strategies (CDCSs) that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further its self-reliance | USAID’s Bureau of Policy, Planning, and Learning (PPL) will track the number of countries with CDCSs that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further self-reliance for each country that receives resources from the Economic Support and Development Fund (ESDF). In some cases, this could be a sector-specific aspect of self-reliance, such as education or health. In other cases, it could be a cross-cutting aspect of self-reliance, such as one that builds the country’s capacity to mobilize domestic resources through taxes or the growth of the private sector. |

Table 154: Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden-sharing

| Key Indicator | Indicator Methodology |
|--|--|
| United Nations peacekeeping rate of assessment | Data for this indicator come from reports prepared by the secretariats of the UN and other international organizations that maintain information on the scales of assessments that determine the percentages and amounts of countries’ assessed contributions. For example, the UN secretariat publishes information on the UN scales of assessments based on establishment of a methodology laid out in a resolution adopted by the United Nations General Assembly. There are no known limitations to the quality of these data, which are based on a rigorous methodology based on economic data collected by the United Nations Statistics Division. |

Table 155: Strategic Objective 3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion

| Key Indicator | Indicator Methodology |
|---|--|
| Amount of resource commitments by non-U.S. Government public and private entities in support of U.S. foreign-policy goals | The Department and USAID conduct an annual data-collection to track funding and in-kind resource commitments made by public, private, and other non-governmental partners through public-PPPs. State and USAID have moved toward a more formal process of collecting data on externally leveraged resources, which culminated in the launch of a dedicated PPP module in FACTS in FY 2017. Since 2015, the Department has required domestic offices and overseas posts that seek Department approval for partnerships to provide data on PPPs. This practice, in addition to streamlining PPP data collection through the FACTS Info system, has led to more complete and consistent reporting of PPPs for the Department. USAID does not have a |

| Key Indicator | Indicator Methodology |
|--|---|
| | centralized approval process for partnerships, but the Agency has made substantial progress in institutionalizing the data-collection process and collecting more complete partnership data. The Department and USAID define a PPP as a collaborative working relationship with external, non-U.S. Government partners (<i>e.g.</i> , businesses, financial institutions, entrepreneurs, investors, nonprofits, universities, philanthropists, and foundations) in which the goals, structure, governance, and roles and responsibilities are mutually determined and decision-making is shared. USAID often reports data on resources mobilized from bilateral/multilateral donors, private philanthropies, and other NGOs through this data-collection process. |
| Number of civil society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions | Refer to the IRS for standard foreign assistance indicator DR.4.2-2 |
| Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private sector organizations in support of U.S. Government-funded diplomatic exchange programs | <p>ECA's Evaluation Division works closely with ECA program teams to create performance measures that are responsive to the Bureau's data needs, as well as responsive to the Annual Performance Review. These measures are designed to track program performance and the direction, pace, and magnitude of change of ECA programs, which will strengthen feedback mechanisms.</p> <p>Data for this indicator are drawn from State/ECA's program office administrative records and from the bureau's implementing organizations. The indicator includes representative categories of individual American citizens and American companies since partnerships that build international networks and business opportunities for Americans are created at both the personal and institutional level.</p> |
| Percent of participants reporting ability to apply digital skills learned at TechCamp to their work | State surveyed TechCamp participants approximately 120-180 days after each workshop in order to measure the degree to which alumni have been able to apply the digital skills learned at TechCamp to advance their work around key foreign policy priorities. |
| Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces | ECA requires regular, timely, accurate, and relevant reporting of statistics from all American Spaces. American Spaces collect data on all programs, activities, and visitors, and report data through posts to ECA. ECA also encourages posts to work closely with American Spaces under their oversight to develop an evaluation culture, with regular customer satisfaction surveys for programs, resources, and staffing. This key indicator reflects all types of programs held in American Spaces, including paid English language classes held at Binational Centers. That accounts for the difference between the target for FY 2018 and the actual attendance, as ECA continued to count English Language classes as programs in FY 2018 and FY 2019. The Binational Centers represent a unique model, primarily in the Western Hemisphere Affairs |

| Key Indicator | Indicator Methodology |
|--|--|
| | (WHA) region, and are long-time, esteemed American Spaces partners that are dedicated to reflecting U.S. values and foreign policy priorities in all programs. In FY 2019, American Spaces achieved a 99 percent reporting rate. |
| Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people | For previous years, ECA program participants completed voluntary pre-, post- and follow-up (approximately nine months to one-year post-program) surveys from ECA's Evaluation Division that collect data on standardized indicators across a small sample of ECA programs. All performance measurement surveys were designed by the Division's specialists. ECA performance measurement indicator data were captured through these electronic surveys administered on ECA's specialized online performance measurement system. After each survey was conducted, all data received were reviewed for quality, analyzed, and reported. |
| Number of staff trained on the principles of PSE | USAID University will collect the data on the number of staff trained, which the contractor that oversees training under the PSE Team will validate. USAID will count participants in the Mobilizing Finance for Development and Private-Sector Engagement 101 course. The Agency will also count participants in customized versions of these core trainings offered to individual M/B/IOs, and/or any successor training programs created by the PSE Hub within DDI. |
| Percent of staff who "agree" or "strongly agree" that their OUs adhere to USAID's PSE Policy | The PSE team conducted an all-Agency baseline survey of USAID staff in the fourth quarter (Q4) of FY 2019: 276 people responded from 78 OUs. USAID will repeat the survey in Q4 of both FY 2020 and FY 2021. |
| Percent of Missions that report multiple active partnerships with the private sector | Since 2014, the Global Development Lab, now part of the Bureau for Development, Democracy, and Innovation (DDI), has collected and analyzed Agency-wide data on public-private partnerships (PPPs) through an annual data call to all Missions. Currently, the PSE Hub within DDI, in coordination with the Office of U.S. Foreign Assistance at the U.S. Department of State (State/F), collects and stores current and historical data on PPP in the PPP module of the Foreign Assistance Coordinating Tracking System (FACTS) Info NextGen system and submits them to USAID's Development Data Library (DDL). Missions report the data, and therefore this process might not capture every partnership. The Data Hub within DDI will administer the annual data call and continue to refine the process of collecting and analyzing the data. |

Table 156: Strategic Objective 3.4: Protect American values and leadership by preventing the spread of disease and providing humanitarian relief

| Key Indicator | Indicator Methodology |
|---|--|
| Absolute change in the under-five mortality rate (decrease per 1,000 live births) | FY 2019 data come from the Inter-Agency Working Group on Child Mortality Estimates 2019, and USAID weighs the data by using United Nations (UN) World Prospects birth-cohort estimates to provide the aggregate estimate for USAID's 25 priority countries. Improvements in mortality outcomes are the result of increasingly effective efforts to link diverse health programs – in maternal and child health (MCH), in malaria, in voluntary family planning's contribution to the healthy timing and spacing of pregnancy, in nutrition, in HIV/AIDS, and in sanitation and hygiene. All of these efforts contribute to ending preventable child and maternal deaths. |
| Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age | Data Source: World Health Organization (WHO)/United Nations Children's Fund (UNICEF). USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reports the difference in data from Calendar Years 2018 and 2019 for FY 2020. |
| Absolute change in total percentage of births delivered in a health facility | Deliveries in health facilities in USAID's 25 MCH priority countries came from Demographic Health Survey (DHS), Multiple Indicator Cluster Survey (MICS), or other surveys and averaged (weighted by live births) each year. USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reports the difference in data from Calendar Years 2018 and 2019 for FY 2020. |
| Absolute change in the prevalence rate of modern contraceptives | Annual country estimates of mCPR are derived from a combination of actual data (when new data are available in that year) and projected values (for countries that do not have new survey data). Data sources include the Demographic and Reproductive Health Surveys (DHS/RHS), MICS, and Performance Monitoring and Accountability 2020 (PMA 2020) surveys. 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 include fertility awareness methods (FAM), short acting, long acting, and voluntary permanent methods. Annual country estimates of mCPR are derived through dynamic averages using all available data points from DHS/RHS, MICS, and PMA2020 survey data. |
| Annual total number of people protected against malaria with insecticide-treated nets | The data are reported from country reports to the PPR and the PMI Annual Report on the number of ITNs distributed with PMI funding. This information is collected on an annual basis from all PMI countries. For each ITN distributed, PMI assumes two people protected, as defined by the global standard. For targeting, GH tries to consider the timing of all campaigns that are supported across the 27 PMI countries and not only count the ITNs that PMI procured |

| Key Indicator | Indicator Methodology |
|---|---|
| | but also the ITNs that other donors procured that PMI helped to distribute with U.S. Government funds. |
| Absolute change in the rate of exclusive breastfeeding among children under six months of age | Data on the change in rate of exclusive breastfeeding among children under six months of age in USAID's 25 MCH priority countries came from DHS, MICS, or other surveys and averaged (weighted by live births) each year. USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reported the difference in data from Calendar Years 2018 and 2019 for FY 2020. |
| Percent of shipments of contraceptive commodities that are on time | The data are generated from the Procurement Agent management-information system (MIS). The indicator measures the timeliness of contraceptive commodity shipments to the following countries, as applicable: Afghanistan, Bangladesh, Benin, Burkina Faso, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Haïti, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Pakistan, Philippines, Rwanda, Sénégal, South Sudan, Tanzania, Togo, Uganda, Yemen, and Zambia. The indicator is reported for 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" are those requested by USAID Missions through the Central Contraceptive Procurement program. The indicator is calculated as the cumulative average of commodity line item delivered on time each quarter as a proportion of total line items expected to be delivered in that period. A line item is considered on time if it is delivered to the recipient within the minimum delivery window of 14 calendar days before the Agreed Delivery Date (ADD) through seven calendar days after the ADD, for a total window of three weeks. This delivery window aligns with the definition set by GH for measurement of on-time shipment performance for its centrally managed supply-chain projects. |
| Percent of shipments of contraceptive commodities that are on time and in full | The data are generated from the Procurement Agent management-information system (MIS). The indicator currently measures the timeliness of contraceptive commodity shipments to the following countries, as applicable: Afghanistan, Bangladesh, Benin, Burkina Faso, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Haïti, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Pakistan, Philippines, Rwanda, Sénégal, South Sudan, Tanzania, Togo, Uganda, Yemen, and Zambia. The indicator is reported for 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" are those requested by USAID Missions through the Central Contraceptive Procurement program. The indicator is calculated as the cumulative average of commodity line item delivered on time and in full each quarter as a proportion of total line items delivered in that period. A line item is considered on time and in full if it is delivered to the recipient at the |

| Key Indicator | Indicator Methodology |
|--|---|
| | requested quantity within the minimum delivery window of 14 calendar days before the ADD through seven calendar days after the ADD, for a total window of three weeks. This delivery window aligns with the current definition set by GH for measurement of on-time shipment performance for its centrally managed supply-chain projects. |
| Number of adults and children newly diagnosed with HIV | PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks through the use of more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR. |
| Number of adults and children currently receiving antiretroviral therapy (ART) | PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks through the use of more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR. |
| Number of adults and children newly enrolled on antiretroviral therapy (ART) | PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks through the use of more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR. |
| Number of males circumcised as part of the voluntary medical male circumcision (VMMC) for HIV prevention program within the reporting period | PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks through the use of more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR. |

| Key Indicator | Indicator Methodology |
|---|---|
| Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence | The unit of measure is State-funded projects. The numerator will be the number of State-funded NGO or international organization projects that include activities designed specifically to prevent and/or respond to GBV, while omitting any double-counting by eliminating partner projects that are cost-modifications or no-cost extensions of projects already counted. The denominator will be the total number of State projects; the result will be multiplied by 100 for the percentage. Annual data will come from the State Department's internal award-document tracking system, and from implementing partners (oral or written). A limitation of this indicator is its inability to report on the quality of GBV program activities or the ultimate achievements of dedicated activities to prevent and/or respond to GBV. |
| Protection Mainstreaming in NGO proposals | All USAID/BHA proposals are required to mainstream protection according to the new FY 2021 BHA Application Guidelines , as well as legacy OFDA Application Guidelines and legacy Food for Peace Annual Program Statements applicable to FY 2020. The numerator is the number of NGO proposals received by USAID/BHA that include protection mainstreaming; the denominator is the total number of NGO proposals received by USAID/BHA. The data source for this indicator is a USAID internal proposal-tracking database. |
| Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months | Data sources include PRM's internal funding-tracking system and PRM's Funding Policy, and Program Review Committee electronic records. The numerator is the number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals to which PRM commits funding within a three-month window in a 12-month FY period; the denominator is the total number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals made that PRM selects to fund during the 12-month fiscal year period. The indicator only covers funding for UNHCR Supplementary Appeals and ICRC Budget Extensions; additional humanitarian response programming is discussed in the indicator narrative. External reasons outside PRM's control could result in an appeal response time that is longer than three months. |
| Percent of disaster declarations responded to within 72 hours | The above figures provide a summary of BHA's immediate responses to new disaster declarations only, as measured by the transfer of a disaster-response cable to the cable room and the submission of an email response with fund cite information, within 72 hours of the circulation of a disaster-declaration cable. The figures do not take into account disaster redeclarations or adjustments to end-of-year disaster-response totals. USAID/BHA sources data from 1) an internal program-management database that keeps a record of official cables; 2) Senior Management Team notification of the deployment of a Disaster-Assistance Response Team or the activation of another assistance team; and, 3) Humanitarian Information Team records of a disaster declaration. |

Strategic Goal 4

Table 157: Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

| Key Indicator | Indicator Methodology |
|--|--|
| Percentage of completed evaluations used to inform management and decision making | Each year, State and USAID conduct a data call for prior-year evaluations. The methodology for calculating the indicator is to divide the number of completed evaluations in a given FY that met or exceeded the intended use by the total number of completed evaluations that FY. |
| Percent of completed foreign assistance evaluations with a local expert as a member of the evaluation team | The nominator for this indicator is any completed USAID-commissioned evaluation for a FY during which an individual indigenous to the country or region with evaluation or sector expertise participated on the evaluation team, either as a team member or team leader. The denominator is all USAID-commissioned evaluations completed in the same FY. The data are reported by USAID Missions and OUs in the Evaluation Registry in the FACTS. OUs individually report the evaluations they plan to initiate within the next three FYs, currently have ongoing, or have completed within the FY. Data in the Registry can be updated on an ongoing basis but are reviewed and validated annually, along with the rest of the data in the Performance Plan and Report (PPR). USAID prioritized data retrievable from existing systems in the development of new indicators. The use of existing systems relieves field staff from additional reporting burdens and provides data sourced from proven and well-tested collection methods. Indicator data are reported based on current results in the Evaluation Registry. Registry review is in process, and submissions were not finalized at the time of publication. Information will be updated when data are available. |
| Percentage of new awards that use co-creation | The numerator for the indicator is the number of new awards that used a co-creation approach in each Operating Unit; the denominator is the total number of new awards in the time period. The parameters for the report are: (i) Data include program and operating funds; (ii) Data include all new awards with obligations equal to or greater than \$250,000; and (iii) Data exclude Blanket Purchase Agreements (BPA), Basic Ordering Agreements (BOA), Interagency Agreements (IA), Indefinite-Delivery Indefinite Quantity (IDIQ), Purchase Card (PC), Public International Organization (PIO), Purchase Order (PO), and Personal Services Contractors (PSC). |
| Percentage of obligations made through co-creation | The numerator for the indicator is obligations to new awards (i.e., the first obligation of an award) that used a co-creation approach in each Operating Unit; the denominator is the total value of all Agency first obligations to new awards in the time period. |

| Key Indicator | Indicator Methodology |
|--|---|
| | The parameters for the report are: (i) Data include program and operating funds; (ii) Data include all new awards with obligations equal to or greater than \$250,000; and (iii) Data exclude Blanket Purchase Agreements (BPA), Basic Ordering Agreements (BOA), Interagency Agreements (IA), Indefinite-Delivery Indefinite Quantity (IDIQ), Purchase Card (PC), Public International Organization (PIO), Purchase Order (PO), and Personal Services Contractors (PSC). |
| Direct awards to new and underutilized partners | N/A – Currently in development |
| Sub-awards to new and underutilized partners | N/A – Currently in development |
| Field Operating Units -Percentage of obligations made to new and underutilized partners. | The numerator for this indicator is total direct (prime) award obligations to NUPs in a given FY, and the denominator is the total obligations, excluding Public International Organizations (PIOs), in a given FY. This indicator measures prime NUPs, defined in Automated Directives System (ADS) Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period. |
| Field Operating Units - Percentage of obligations made through sub-awards to new and underutilized partners. | The numerator for this indicator is total sub-obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY. This indicator measures sub-awardee NUPs. A NUP is defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period. |
| Washington Operating Units - Percentage of obligations made to new and underutilized partners. | The numerator for this indicator is total direct (prime) award obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY. This indicator measures prime NUPs, defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period. |
| Washington Operating Units - Percentage of obligations made through sub-awards to new and underutilized partners. | The numerator for this indicator is total sub-obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY. This indicator measures sub-awardee NUPs, defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period. |
| USAID Best in Class (BIC) | Number of addressable contract dollars awarded to vehicles designated as Best-in-Class (BIC), a designation that requires contracts are well-managed, vetted, and recommended. Over 30 BIC contracts have been designated. |
| USAID Spend Under Management (SUM) | Number of contract dollars awarded to contract vehicles designated as Spend Under Management (SUM). SUM is the percentage of an organization's spend that is |

| Key Indicator | Indicator Methodology |
|---------------|--|
| | actively managed according to category-management principles, or smart decision-making where agencies buy the same kinds of goods and services through best-value solutions. |

Table 158: Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

| Key Indicator | Indicator Methodology |
|---|---|
| Number of OUs Adopting DIS | The DIS Team’s definition of an OU is consistent with the OU definition found in the glossary of the Agency’s operating policy, the ADS: field Missions and regional entities, as well as Regional Bureaus, Pillar Bureaus, and Independent Offices in USAID/Washington that expend funds to achieve program objectives. The DIS Team considered an OU as having adopted DIS once the required baseline OU data and the Performance Plan and Report (PPR) indicators are set up in DIS, and the Mission is able to use DIS to collect results and manage their activities. DIS will continue to provide end-user training and post-adoption support to answer questions and correct issues should they arise. There are no known data limitations. |
| Supply chain cost savings | State will use the ILMS high-performance analytic appliance data warehouse, which is replicated daily from the ILMS transactional databases. The Department’s use of metrics improves data quality by identifying erroneous transactions such as trip tickets where mileage-driven information may have been entered incorrectly. The Department highlights these transactions for posts. |
| Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT Investment through the Department’s Capital Planning and Investment Control (CPIC) process | The data for this indicator came from the reported IT acquisitions reviewed and approved by the CIO. This data is analyzed based on the IT Portfolio Summary information that is prepared and submitted to OMB as part of the annual budget request. Bureaus, offices, and overseas posts self-reported the IT acquisitions data on a SharePoint site and tracking was manual. The data only reflect self-reported information from the SharePoint site due to incomplete and erroneous reports pulled from the automated system. This resulted in IT acquisitions reviewed by the CIO that are not captured in the Department’s FY 2019 results. Using a more authoritative process in FY 2019 avoided some of the double counting that occurred in FY 2018. A team reviews and crosswalks IT acquisitions and investment information. Maturing these processes will improve the Department’s ability to identify IT plans that require expenditure, and track those IT plans in the budget, acquisition, and accounting systems. Identifying IT plans in all three systems may provide the CIO enterprise-wide visibility into the Department’s planned and actual IT |

| Key Indicator | Indicator Methodology |
|---|--|
| | expenditures. As the Department better categorizes its IT environment, the indicator will become more useful to measure the CIO's involvement in IT acquisitions. |
| Percent of IT funding the Department CIO has direct review and oversight of | The Department used budget data from the CPIC process. The Department's budget officers are responsible for the development of bureaus' budgets and the IT controls across the Department's bureaus and offices. The CIO required bureaus to submit executive certification of their IT resource plans, which include IT spending actuals. The CPIC process compared the certified plans and budget information against other available financial data sets to validate accuracy. Bureaus able to satisfy the requirements are included in the indicator. However, at this time the Department does not have this specific level of information, or a fully deployed certification process with full participation across the enterprise. The Department will continue to integrate this certification process with the FY 2022 budget formulation. |
| Percent of Civil Service and Foreign Service IT workforce with known cloud-specific certifications on file | The data for this FY 2019 indicator comes from the FSI SIP database and is reflected in the newly developed IT SIP dashboard that captures all current SIP participant certifications and credentials and displays this information for all IT employees participating in the program. The database facilitates the submission of applications and retains participant information for real-time analysis on the number of IT FTEs participating and the count of all submitted IT certifications. The Bureau of Information Resources Management (IRM) continues to seek additional data sources to reflect a more accurate picture. Currently, the certification data in the FSI SIP database is considered accurate because participants can verify whether their credentials have been uploaded into the database appropriately. The new application data is pulled from and verified through the Global Employee Management System (GEMS), which initially validates employees' personal information and eligibility based on their employee ID number and skill code. IRM decides which IT SIP certifications count toward this indicator. |
| Percentage of systems that leverage the enterprise IDMS/ICAM solution | Please refer to the IT Modernization APG Action Plans on performance.gov. |
| Percentage of FISMA reportable systems that have an ATO | Please refer to the IT Modernization APG Action Plans on performance.gov. |
| Percentage of Posts that have WiFi enabled to support SMART Mission | Please refer to the IT Modernization APG Action Plans on performance.gov. |
| Percentage of Bureau Executives that annually certify that their reported IT investments are accurate, strategically aligned, and meet privacy, cybersecurity framework, and incremental development requirements | Please refer to the IT Modernization APG Action Plans on performance.gov. |
| Percentage of network environments, with automated discovery, reporting IT assets to an Enterprise | Please refer to the IT Modernization APG Action Plans on performance.gov. |

| Key Indicator | Indicator Methodology |
|---|---|
| Configuration Management Data Base (CMDB) repository to support federal reporting requirements and advanced decision-making | |
| Develop and pilot AI/Predictive Modeling initiatives | Please refer to the IT Modernization APG Action Plans on performance.gov. |
| Percentage of employee data-related position descriptions created | The office of Global Talent Management (GTM), in collaboration with M/SS, leverages HR data to assess over 13,000 civil service positions and apply relevant data-related job series to determine position descriptions with data practitioner skillsets. A new set of position descriptions are being created and will be applied in conjunction with OPM's upcoming data scientist job series to identify increases in the number of data-related positions over time. |
| Number of available in-house data practitioner courses | The Foreign Service Institute (FSI) conducts a needs assessment and gathers data from evidence and research to determine if a course is created. The FSI School of Applied Information Technology has identified the need and built courses around data literacy. Through the data literacy program, FSI provides the number of available in-house data practitioner courses to determine if there are increased levels of data skill training opportunities. |
| Number of participants completing in-house and partner endorsed data analytics courses | The Foreign Service Institute (FSI), Office of the Registrar owns and maintains the Department's training records. The FSI School of Applied Information Technology has identified the need and built courses around data literacy. FSI's IT services ensures proper system integrity. The number of participants that completed in-house and partner endorsed data analytics courses are reported to determine increased use of data training opportunities. |
| Number of key mission and business identified data sets enrolled in initial releases of data catalog | The Data Inventory Data Catalog (DI/DC) team within M/SS defined data inventory as a list of datasets with metadata that describes their contents, source, licensing, and other useful information. A data catalog is a tool which informs users of what is available in the data inventory. The DI/DC team developed an agile baseline process and established initial dataset intake priorities by surveying EDC liaisons. The DI/DC team will then obtain necessary access to internal or external datasets to inventory and catalog |
| Number of data liaisons identified for each Bureau | The Enterprise Data Strategy (EDS) team receives names of recommended liaisons to provide bureau level knowledge of data needs, challenges, and priorities. They liaise between Enterprise Data Council (EDC) members and the EDS team to help execute approved enterprise-wide data initiatives. |
| Completion percentage of the Department's Enterprise Data Strategy | The Enterprise Data Strategy (EDS) team is creating the agency's first enterprise data strategy. The completion percentage is based on how many of the phases have been completed. For instance, if the EDS has 4 phases and have completed 3, they have completed 75% |

| Key Indicator | Indicator Methodology |
|--|--|
| Number of core programs applying data analytics products as reported by Bureau data liaisons | Data liaisons self-report the number of core programs applying data analytics via a distributed survey. |
| Bureau liaisons reporting on 25% or better improvement in the time to meet business requirement reporting through the application of enhanced data management processes, tools, and techniques | Data liaisons self-report the creation of data analytics cells within their bureau/office, as well as improved reporting times via quarterly distributed survey. |
| Percentage increase in the number of data sets and analytical products available for enterprise use | The Bureau of Information Resource Management (IRM) coordinated with the Data Inventory/Data Catalog (DI/DC) team to confirm the number of datasets and checked the Center for Analytics (CfA) portal to determine the number of analytical products available for enterprise use and increases per quarter |
| Percentage increase in the number of data technology tools certified for enterprise-wide implementation | The Bureau of Information Resource Management (IRM) used a baseline of technology to include but is not limited to: PowerBI, ServiceNow, Salesforce, Tableau Server, Tableau Desktop, Tableau Prep, Knime, Anaconda, R Studio, SSMS, Azure Storage Explorer. IRM looks at their technology infrastructure to determine the number of additional technology tools that address business reporting and analysis needs. |

Table 159: Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

| Key Indicator | Indicator Methodology |
|--|--|
| Overall score on Human Capital function of GSA's Customer Satisfaction Survey (or USAID's equivalent survey) | For the Department, data for this indicator come from the GSA Benchmarking Customer Satisfaction Survey. There could be limitations associated with GSA's collection and analysis of the data. For USAID, data for this indicator come from the Agency's annual Customer Service Survey, which incorporates key questions from GSA's Benchmarking Customer Satisfaction Survey. USAID provides relevant data from its survey to GSA for incorporation with the larger Benchmarking Customer Satisfaction Survey results. The survey results reflect the perceptions of those staff that completed the survey. It is worth noting that for the data point reported above, the dates vary depending on whether the information is presented by reporting year or data collection year. The table above notes the reporting year, which reflects prior FY data. |
| Overall score on FEVS Employee Engagement Index (EEI) – (State only) | Data for this indicator will be sourced from OPM's FEVS (www.viewpoint.opm.gov). There may be limitations associated with OPM data collection and analysis. |

Table 160: Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

| Key Indicator | Indicator Methodology |
|---|---|
| Percent of reviewed posts receiving a 95-100 percent PSPR score | The target PSPR compliance rating score percentage is derived from the total number of reviews conducted in the fiscal post achieved “Fully Mission Capable” (95-100 percent scores). |
| Number of U.S. Government employees and local staff moved into safer and more secure facilities | Information is provided internally by OBO’s Office of Construction Management (OBO/CFSM/CM). To calculate this metric OBO/CFSM/CM compiles a list of all facilities completed within the reporting period as established in the Certificate of Occupancy cables issued prior to post occupying a newly constructed facility. Projects included are defined as business occupancy facilities and are comprised of New Embassy Compounds, New Consular Compounds, and Major Rehabilitations. Bureau offices will continue to review the data and track project milestones and project completions to ensure the most accurate and available data is being reported during the fiscal year. |
| Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility | Data source is Administrative Management Services (AMS) staff directories and staff space assignments in USAID’s Computer-Aided Facility Management (CAFM) system. There are no known limitations to these data. AMS Office staff will validate staff space assignments in the new building prior to the move date. They will also validate that all staff identified to transition to the leased building have successfully moved by cross-referencing current Bureau staff directories and space-assignment information in the CAFM system. |
| Percent completion of Phases 3 and 4 of the Ronald Reagan Building Renovation | Data source is the RRB Modernization project plan maintained by the Headquarters Management Division in the Bureau for Management’s Office of Management Services. There are no known limitations to this data. The Headquarters Management Division updates completion status in the project plan in coordination with the GSA, which is responsible for construction. |
| Security monitoring solutions enhancements | There are currently 460 Department of State facilities worldwide. The Department will use this baseline number (460) to measure the percentage of facilities updated through FY 2021. The number of facilities may vary +/- (5) as some embassies and consulates are decommissioned and other brand-new facilities are opened. Prior to FY 2020, the Department enhanced 21 facilities. These numbers are included in the cumulative goals. In FY 2020 and FY 2021, the Department is to complete and report on the remaining 72 facilities to be enhanced. The Department will measure a facility enhanced when the documentation has been signed by the U.S. Government official. Such technical enhancements may include perimeter security monitoring via High Definition Secure Video Systems (HDSVS) which will provide greater video resolution and enhanced nighttime visibility. |