

United States Department of State
United States Agency for International Development

Fiscal Year (FY) 2022 Annual Performance Plan



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Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2022 Annual Performance Plan (APP) for the Department of State (State or the Department) and the U.S. Agency for International Development (USAID) presents State and USAID plans for achieving the strategic objectives 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/> and <https://www.usaid.gov/results-and-data/planning>. Annexes 1 and 2 of the FY 2022 Congressional Budget Justification will be posted on <https://www.state.gov/plans-performance-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.

USAID is the world's premier international development agency and a catalytic actor driving development results. USAID's work advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-

reliance and resilience. 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 for FY 2018 – 2022. 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	

State and USAID are currently developing the FY 2022 – FY 2026 JSP for publication in February 2022. This involves establishing new strategic goals, strategic objectives, performance goals, indicators, and targets. The FY 2022 APP will serve as the final year of planning under the FY 2018 – FY 2022 JSP.

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 Annual Performance Report (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 APP 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.

For each key performance indicator in the APP, there is an associated Indicator Methodology section (Annex 1) that notes the source and any limitations of the data. Indicator analyses are included in the [FY 2020 Annual Performance Report \(APR\)](#) to explain FY 2020 performance.

The result and targets for some indicators in the APP reflect an aggregation of data from across State and USAID operating units, primarily Missions, with targets set at the operating unit or award (contract, grant) level. FY 2022 targets were set at the time of FY 2020 result reporting. Due to the timing of State and USAID's reporting cycle, FY 2022 targets may reflect a transition in awards, which impacts target setting. For example, an operating unit may have an award ending in FY 2021 but anticipates a follow-on award starting immediately after. The operating unit cannot set an FY 2022 target until after the new award starts, alongside the implementing partner. As a result, FY 2022 targets may appear lower than prior year targets and results but, in most cases, will be adjusted when FY 2021 results are reported.

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 Director of the Office of Management Policy, Budget, and Performance within the Bureau for Management, is the Acting Performance Improvement Officer.

Lower-Priority Program Activities

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

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

Strategies for Achieving the Objective and Next Steps

- The United States looks forward to the Review Conference of the Nuclear Nonproliferation Treaty (NPT) that was postponed to 2021 because of the pandemic; the Department calls on all States Party to re-endorse the benefits of the NPT and encourages them to comply with their obligations. The United States looks forward to the 2021 Biological Weapons Convention (BWC) Review Conference and calls on all States Party to strengthen national implementation of obligations and address biosecurity and biosafety threats in the light of the COVID-19 pandemic.
- The Department will continue pursuit of pressure options, including diplomatic engagement, interdictions, and sanctions as necessary against proliferating states such as the DPRK and Iran.
- The Department leads the U.S. delegation to the NATO High Level Task Force, which coordinates Allies' policy positions and initiatives on conventional arms control, and the U.S. delegation to the Organization for Security and Cooperation in Europe Forum for Security Cooperation.
- The Department plans to reconsider its approach to future nuclear arms control negotiations, especially as COVID-19 continues to hinder the ability to meet face-to-face and pursue dialogue.
- The Department plans to work with the intelligence community to find ways to declassify evidence detailing Russian and Chinese nuclear programs so that the U.S. Government can tell the full story to the public, allies, and partners, and overcome the perception that China's numerically smaller nuclear arsenal lessens its need or responsibility to engage in arms control.

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 1: 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	FY 2021	FY 2022
Target	N/A	N/A	2	2	3	2	1
Actual	4	2	5	4	2	N/A	N/A

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 2: 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	FY 2021	FY 2022
Target	N/A	N/A	35	35	43	24	48
Actual	19	27	27	27	24	N/A	N/A

Table 3: 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	FY 2021	FY 2022
Target	N/A	N/A	4	4	1	1	1
Actual	0	2	5	1	2	N/A	N/A

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

Strategies for Achieving the Objective and the Next Steps

The Department and USAID continue to play a key role in implementing the National Strategy to Counterterrorism. State and USAID will continue to work multilaterally through institutions such as the United Nations, Group of Seven (G7), and the Global Counterterrorism Forum to promote international norms and good practices and sustain transregional cooperation to prevent and counter terrorism.

- State and USAID will continue to encourage regional organizations, national and local governments, civil society, faith-based groups, and the private sector to counter these radical ideologies, as well as to prevent and mitigate conditions conducive to instability, radicalizations, and terrorist recruitment. The Department and USAID will continue to strengthen democratic, transparent, representative, and citizen-responsive governance and include the voices of women and marginalized communities to increase the trust between government authorities and local populations.
- Where the United States and our partners have defeated terrorists in the field and ended their control of specific communities, the Department and USAID will continue to encourage the repatriation of foreign terrorist fighters and their families, particularly women and children, to their countries of origin. The Department of State and USAID will continue to provide assistance to enable their sustainable disengagement, rehabilitation and reintegration, as appropriate.
- State and USAID will continue to use innovative approaches to encourage host government partners and civil society organizations to undertake critical reforms to establish legitimate governance, foster rule of law, and address local grievances, particularly among women, religious and ethnic minorities, and other marginalized communities.

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 4: 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	FY 2021	FY 2022
Target	N/A	N/A	0	0	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	N/A	N/A

Table 5: 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	FY 2021	FY 2022
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	Total: 5,710,000 Iraq: 5,500,000 Raqqa, Syria: 210,000	Total: 6,250,000 Iraq: 6,000,000 Raqqa, Syria: 250,000
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	N/A	N/A

Table 6: 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	FY 2021	FY 2022
Target	N/A	N/A	Coalition members: 74	Coalition members: 80	Coalition members: 83	Coalition members: 84	Coalition members: 85
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.	N/A	N/A

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 7: 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	FY 2021	FY 2022
Target	N/A	N/A	200	120	72	33	38
Actual	96	237	96	72	21 ¹	N/A	N/A

¹ Updated with data finalized after publication of the FY 2020 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 8: 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	FY 2021	FY 2022
Target	GEC Established in 2016	N/A	6	7	2	2	3
Actual	2	15	18	2	1	N/A	N/A

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.

Strategies for Achieving the Objective and the Next Steps

- Continue building the capacity of foreign partners through rule of law and anticorruption assistance to facilitate the prevention, investigation, prosecution, and adjudication of criminal activity, and ultimately improve security and human development outcomes.
- Continue prioritizing efforts to build regional networks and programs to address global transnational issues, including a focus on ensuring cross regional investigations and prosecutions to eliminate loopholes for criminal organizations to exploit. For example, the Department of State is building on the 2017 success of Operational Regional Shield, which brings together Attorneys General and vetted units from across Central America to combat gang members in these countries and the United States.
- Respond with creative, flexible programming as more countries enact legislation to close civic space and restrict fundamental freedoms. To address rapid onset human rights violations, the Department of State and USAID will fund a range of rapid response programs to address opportunities or challenges in real time.
- Support context-specific programming to prevent and respond to conflict and violence, promote stabilization, address complex political crises, and advance women's participation and leadership in building peace and security, including robust implementation of the Global Fragility Act.
- Navigate new challenges related to COVID-19 and adapt programming appropriately. COVID-19, as well as responses to the pandemic, will continue to exacerbate fragility and threaten democratic principles and rights in partner countries. The Department of State and USAID will continue robust engagement and foreign assistance efforts to promote citizen-responsive governance, address resurgent authoritarianism, promote credible and secure elections, and combat transnational crime, human trafficking, and corruption.

- Leverage greater impact across democracy, human rights and governance and, peace and security interventions through new partnerships with the private sector, faith-based organizations, and local actors; efforts to advance International Religious Freedom; the integration of digital technology; and fundamental freedoms.
- Practice creativity and flexibility in programming, which is increasingly important as more countries enact legislation to close civic space and restrict fundamental freedoms. To address rapid onset human rights violations, State and USAID fund a range of rapid response programs that mobilize quickly to address opportunities or challenges in real time.

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 9: 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	FY 2021	FY 2022
Target	N/A	N/A	5,135	4,512	2,223	5,035	925
Actual	35,386	6,103	7,460	5,097	2,453 ²	N/A	N/A

² Updated with data finalized after publication of the FY 2020 APR.

Table 10: 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	FY 2021	FY 2022
Target	N/A	N/A	127,937	469,695	526,868	319,601	49,356
Actual	339,467	324,546	359,766	601,499	277,629 ³	N/A	N/A

Table 11: 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	FY 2021	FY 2022
Target	N/A	N/A	13,185	4,200	7,099	9,263	6,113
Actual	49,395	37,150	3,852	4,422	21,067 ⁴	N/A	N/A

³ Updated with data finalized after publication of the FY 2020 APR.

⁴ Updated with data finalized after publication of the FY 2020 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 12: Number of individuals receiving voter education through U.S. Government-assisted programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	3.207 million	7.832 million	8.167 million	10.977 million	5.475 million
Actual	1.448 million	2.734 million	64.220 million	10.330 million	13.422 million ⁵	N/A	N/A

Table 13: Number of individuals receiving civic education through U.S. Government-assisted programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	6.638 million	7.943 million	9.479 million	13.177 million	10.930 million
Actual	169,982	4.462 million	11.762 million	10.065 million	12.800 million ⁶	N/A	N/A

⁵ Updated with data finalized after publication of the FY 2020 APR.

⁶ Updated with data finalized after publication of the FY 2020 APR.

Table 14: Number of non-state news outlets assisted by U.S. Government

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	1,005	1,170	1,514	1,390	1,159
Actual	1,227	1,704	1,707	1,978	1,573 ⁷	N/A	N/A

Table 15: Number of judicial personnel trained with U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	26,289	26,452	30,000	19,545	13,418
Actual	28,774	34,039	46,294	38,479	30,829 ⁸	N/A	N/A

⁷ Updated with data finalized after publication of the FY 2020 APR.

⁸ Updated with data finalized after publication of the FY 2020 APR.

Table 16: 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	FY 2021	FY 2022
Target	N/A	N/A	173	129	151	317	291
Actual	77	334	224	146	337 ⁹	N/A	N/A

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 17: 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	FY 2021	FY 2022
Target	N/A	N/A	4,529	5,600	2,000	1,800	2,400
Actual	4,566	4,529	5,560	1,969	2,179	N/A	N/A

⁹ Updated with data finalized after publication of the FY 2020 APR.

Table 18: 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	FY 2021	FY 2022
Target	N/A	N/A	7,000	2,000	10,000	10,000	10,000
Actual	11,600	January-June 2,128	1,990	13,001	3,319	N/A	N/A

Table 19: Number of vetted and specialized law enforcement units receiving support

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	215	205	200	200	600
Actual	N/A	January-June 209	195	195	691 ¹⁰	N/A	N/A

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

Table 20: 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	FY 2021	FY 2022
Target	N/A	N/A	115,000	125,000	125,000	130,000	110,000
Actual	N/A	January-June 63,160	142,267	129,401	95,109 ¹¹	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- The Department working with interagency colleagues will continue to identify potentially sanctionable activity and take actions to further reduce the energy export revenue available to rogue regimes and malign actors.
- In multilateral and bilateral fora, the Department will continue to protect U.S. national security interests by 1) countering the ascent of authoritarianism, the rise of hostile non-state and state actors, and the malicious use of the Internet; and 2) strengthening the capacity of the United States and partner nations to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents.

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

Key Performance Indicator

Table 21: 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	FY 2021	FY 2022
Target	N/A	N/A	\$3.5 billion	\$3.5 billion	\$4 billion	\$4 billion	\$5 billion
Actual	\$6.839 billion	\$3.45 billion	\$3.714 billion	\$28.699 billion	\$0.616 billion	N/A	N/A

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 22: 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	FY 2021	FY 2022
Target	N/A	N/A	30	79	125	95	95
Actual	N/A	0	148	141	300	N/A	N/A

Table 23: 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	FY 2021	FY 2022
Target	N/A	N/A	89	105	121	118	118
Actual	N/A	86	126	111	132	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- The Department will continue to strengthen international cooperation and to use foreign assistance to build the capacity of our partners to share information, combat transnational criminal organizations, and to disrupt the flow of narcotics and other illicit goods before they reach our border. Additional strategic direction available [here](#).
- The Bureau of International Narcotics and Law Enforcement (INL) and its partners will continue to leverage interagency agreements to develop and expand host nation border enforcement capabilities and regional capabilities to combat human trafficking and narcotics trafficking.
- The Bureau of Consular Affairs (CA) will increase the security of U.S. travel documents by deploying and utilizing Next Generation technology. The collaborative effort involves numerous bureaus, government offices, private contractors, and border control authorities.
- CA will contribute to the Presidential Management Agenda (PMA) goals of modernized IT infrastructure and improved customer service.
- To address ongoing anticipated budget shortfalls, CA is working on legislative proposals that would provide short term and long-term fixes.

- CA continues to refine crisis response management and revised Indicator 1.5.2.1 would provide improved metrics. Additional plans include reviewing FAM guidance for needed revisions concerning the frequency of consular information pages updates and related new Indicator 1.5.2.3.
- CA plans to fill existing evidence gaps with previously planned evaluations of LegalNet and the Global Support Strategy (GSS). LegalNet operates to review legal issues immigration attorneys raise in specific visa and passport applications and provides meaningful feedback to posts handling such cases. Recommendations from the evaluation will inform CA and Department leadership of ways to maximize LegalNet's effectiveness to the program to meet its objective of improving the quality of visa and passport adjudications. GSS is a worldwide program created in 2010 to enhance global standardization, accountability, and transparency to the delivery of common visa applicant support functions. Recommendations from the GSS evaluation will inform CA and Department leadership how to organize and fund GSS services efficiently.

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 24: 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	FY 2021	FY 2022
Target	N/A	N/A	10	5	5	4	4
Actual	9	10	3	4	1	N/A	N/A

Table 25: 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	FY 2021	FY 2022
Target	N/A	N/A	4	1	3	3	3
Actual	2	3	3	1	3	N/A	N/A

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 26: (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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 27: (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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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 28: Process 99 percent of passport applications within publicly available timeframes

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	99.0%	99.0%	99.0%	99.0%	99.0%
Actual	99.9%	99.9%	99.9%	99.9%	75.6%	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- The Department of State will work with the Department of Commerce to enhance the Deal Team advocacy process in Washington and at our Embassies, evaluating the effectiveness of advocacy efforts and impact to date, refining how advocacy is tailored to each case, and how interagency resources (e.g., financing, diplomatic outreach, and technical assistance) are brought to bear.
- The Department of State will serve as the coordinator for interagency efforts to expand secure Internet connectivity, such as the Digital Connectivity and Cybersecurity Partnership (DCCP) and lead the Department's 5G security campaign. International Digital Economic and Telecommunications Policy: the Department of State will engage multilateral institutions on the full range of U.S. information and communication technology and digital economy policy interests.
- The Department of State will press allies and partners to reopen passenger aviation markets for resumption of international travel and tourism, restoring much of the 11 percent of U.S. services exports lost to the pandemic.
- The Department of State will press foreign governments to remain receptive to U.S. cargo flights to maintain the flow of COVID vaccines and critical medical supplies needed to combat the pandemic and keep economies open.
- During and after the global pandemic, USAID assistance can help build back countries that are more stable, resilient, and prosperous. Participation in the global trading system remains the best pathway to growth and development.
- USAID's convening ability allows U.S. firms to lead and showcase American digital platforms and technologies.
- As evidence on growing host country firms is still thin, USAID is supporting impact evaluations on e-commerce platforms and trade facilitation in host countries.

- The Department of State will work to advance science and technology bilateral relationships that fuel prosperity by continuing work on science and technology agreements, holding scientific convening activities, and programs that advocate for international entrepreneurship.

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 29: 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	FY 2021	FY 2022
Target	N/A	40	48	38	44	48	125
Actual	44	44	34	40	104	N/A	N/A

Table 30: Number of U.S. aviation agreements reached or expanded

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	2	2	2	2	2
Actual	2	2	6	7	2	N/A	N/A

Table 31: 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	FY 2021	FY 2022
Target	N/A	N/A	70	70	73	73	73
Actual	67	71.4	72.8	76.6	77	N/A	N/A

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 32: Value of information and communications technology services exports

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	\$68 billion	\$73 billion	\$72 billion	\$73 billion	\$50 billion
Actual	\$66.1 billion	\$68 billion	\$70.9 billion	\$71.5 billion	\$51.9 billion	N/A	N/A

Table 33: Number of companies participating in the U.S.-EU Privacy Shield

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	2,850	4,500	5,000	5,500	6,000
Actual	0	2,480	4,000	5,100	5,000	N/A	N/A

Table 34: 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	FY 2021	FY 2022
Target	N/A	N/A	6	10	12	12	10
Actual	4	4	8	8	8	N/A	N/A

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 35: 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	FY 2021	FY 2022
Target	N/A	N/A	1,574	989	839	21,654	21,387
Actual	N/A	2,119	1,443	832	85,081	N/A	N/A

Table 36: Number of countries that participate in State scientific fellowships and exchanges

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	45	45	50	30	50
Actual	52	48	49	61	0	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- USAID plans to continue adapting delivery of assistance to host country firms to pandemic realities. For example, subject to available funding, USAID will continue to lead the e-Trade Alliance in partnership with U.S., international and local businesses, including Etsy, PayPal, Visa, MasterCard, and Cargill, to advance digital trade and market development.
- USAID will also continue to design activities for maximum impact using evidence, such as the [Small and Medium Enterprise Evidence Review](#) and the Agency's [Employment Framework](#).
- In FY 2021, USAID and the Department of State will continue to make investments to respond to the COVID-19 crisis, create resources for educators in their plans to return to learning, support country ownership, and advance self-reliance.
- USAID and the Department of State will continue to lead in advancing learning and coordinating the education sector on effective and efficient practices for education programming through implementation of learning agendas and continued development and refinement of tools like the [Return to Learning During Crises](#) and the [Global Proficiency Framework](#).
- Through leveraging partnerships with the Global Partnership for Education, Education Cannot Wait, private sector entities such as Google and Pearson, and higher education institutions, USAID and the Department of State will continue to advance global leadership while reinforcing shared priorities.
- Despite the added challenges to food and water security brought on by COVID-19, there is still reason for optimism moving forward. In many developing countries, driving agriculture-led economic growth remains an effective pathway out of poverty, and will be critical to preventing further economic decline and food insecurity as a result of the pandemic. COVID-19 has underscored the need for more resilient food systems, especially for safe, nutrient-dense foods (fruits and vegetables, animal source foods), a challenge Feed the Future is well-positioned to help address in the decade ahead. In furtherance of the U.S. Global Water Strategy's goal of a more water secure world, the Department of State and USAID will continue to work to increase the availability and sustainable management of safe water and sanitation by working with partner governments, the private sector, and communities.

- USAID and the Department of State plan to continue their support of income-generating public and private investments in forest-based communities, and other activities for improved land management through both national policy implementation and local engagement, to improve both development and climate impacts.
- USAID's multi-year strategy for the W-GDP Fund calls for scaling of successful initiatives and increasing engagement with regional and international organizations to reach the W-GDP strategic objectives. This will be combined with continued investment in targets of opportunity as they arise. USAID and the Department of State will continue to fund interagency partnerships, have already identified strong synergies in programming through a concept call last spring, and are now taking a co-creation approach.
- In managing W-GDP Funds, USAID continues to partner with both interagency and private sector organizations, whose own funding and interest cycles fluctuate, which can create barriers to coordination. USAID will seek to engage these partners as possible (including through funding of joint activities) to ensure increased impact.

Performance Goal 2.2.1: Resilience and Food Security¹²

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 37: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	\$2.34B	\$1.17B	N/A
Actual	N/A	N/A	N/A	N/A	\$4.09B ¹³	N/A	N/A

¹² Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

¹³ Updated with data finalized after publication of the FY 2020 APR.

Table 38: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	10.26M	5.13M	N/A
Actual	N/A	N/A	N/A	N/A	7.9M ¹⁴	N/A	N/A

Table 39: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	\$784.00M	\$392.00M	N/A
Actual	N/A	N/A	N/A	N/A	\$281.80M ¹⁵	N/A	N/A

¹⁴ Updated with data finalized after publication of the FY 2020 APR.

¹⁵ Updated with data finalized after publication of the FY 2020 APR.

Table 40: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	28.49M	14.25M	N/A
Actual	N/A	N/A	N/A	N/A	26.8M ¹⁶	N/A	N/A

Table 41: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	4.51M	2.23M	N/A
Actual	N/A	N/A	N/A	N/A	5.70M ¹⁷	N/A	N/A

¹⁶ Updated with data finalized after publication of the FY 2020 APR.

¹⁷ Updated with data finalized after publication of the FY 2020 APR.

Table 42: Number of USAID Feed the Future evaluations completed

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	N/A
Actual	N/A	N/A	N/A	N/A	Q1: 7 Q2: 2 Q3: 3 Q4: 4	N/A	N/A

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.
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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
FY 2021, Q1	Aggregate the Evidence Base for Programmatic Approaches for the Evidence Cycle	Rescheduled	The Agency will select the partner to implement the evidence aggregate work and co-design the SOW in Q1 FY 2021. USAID expects implementation to commence in Q2 FY 2021, assuming FY 2020 funds are available in Q1 FY 2021.
FY 2021, Q2	Develop interim Analytic Agendas for the Evidence Cycle for Each Center within the Bureau		N/A
FY 2021, Q3	Complete RFS/MRFS Feed the Future Strategic Performance Reviews		N/A
FY 2021, Q3	Complete the Annuals SORFS		N/A
FY 2021, Q4	Initiate Feed the Future Annual Country Graduation-Readiness Review		N/A

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 43: 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	FY 2021	FY 2022
Target	N/A	N/A	55.42%	55.99%	47.45%	32.32%	29.6%
Actual	53.55%	52.61%	50.39%	43.96%	41.68% ¹⁸	N/A	N/A

Table 44: 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	FY 2021	FY 2022
Target	N/A	N/A	54.72%	48.80%	65.13%	48.87%	55.28%
Actual	N/A	41.75%	51.89%	59.25%	71.21% ¹⁹	N/A	N/A

¹⁸ Updated with data finalized after publication of the FY 2020 APR.

¹⁹ Updated with data finalized after publication of the FY 2020 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 45: 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	FY 2021	FY 2022
Target	N/A	N/A	843,156	2.058M	2.032M	2.452M	823,777
Actual	3.146M	4.338M	5.050M	8.860M	5.823M ²⁰	N/A	N/A

²⁰ Updated with data finalized after publication of the FY 2020 APR.

Table 46: 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	FY 2021	FY 2022
Target	N/A	N/A	61	86	74	30	33
Actual	2	47	56	77	173 ²¹	N/A	N/A

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 47: Number of countries with improved learning in primary grades

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	2	4	6	8	10
Actual	N/A	N/A	N/A	4	4	N/A	N/A

²¹ Updated with data finalized after publication of the FY 2020 APR.

Table 48: 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	FY 2021	FY 2022
Target	N/A	N/A	23.389M	30.651M	33.759M	26.607M	15.549M
Actual	20.004M	25.259M	35.095M	32.643M	24.039M ²²	N/A	N/A

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 49: 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	FY 2021	FY 2022
Target	N/A	N/A	14,471	98,959	54,927	34,463	32,357
Actual	1,614	71,347	99,546	115,615	138,993 ²³	N/A	N/A

²² Updated with data finalized after publication of the FY 2020 APR.

²³ Updated with data finalized after publication of the FY 2020 APR.

Table 50: Full-time-equivalent employment of firms assisted under U.S. Government programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	7,483	18,764	26,592	52,089	43,337
Actual	21,259	25,002	19,345	19,092	56,072 ²⁴	N/A	N/A

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

Table 51: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	3.114M	2.888M	2.231M	1.420M
Actual	N/A	N/A	N/A	2.562M	2.231M ²⁵	N/A	N/A

²⁴ Updated with data finalized after publication of the FY 2020 APR.

²⁵ Updated with data finalized after publication of the FY 2020 APR.

Table 52: 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	FY 2021	FY 2022
Target	N/A	N/A	7.333M	8.506M	3.264M	1.411M	963,502
Actual	2.964M	1.554M	3.066M	3.601M	3.227M ²⁶	N/A	N/A

Table 53: 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	FY 2021	FY 2022
Target	N/A	N/A	544,522	883,988	885,106	980,070	561,936
Actual	1.429M	363,863	585,555	810,471	511,965	N/A	N/A

²⁶ Updated with data finalized after publication of the FY 2020 APR.

Table 54: 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	FY 2021	FY 2022
Target	N/A	N/A	24,800	100,315	736,505	1.694M	1.230M
Actual	13,870	59,493	174,410	372,763	2.283M ²⁷	N/A	N/A

Table 55: 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	FY 2021	FY 2022
Target	N/A	N/A	2	8	50	50	50
Actual	N/A	0	1	48	65	N/A	N/A

²⁷ Updated with data finalized after publication of the FY 2020 APR.

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

Strategies for Achieving the Objective and Next Steps

- Expand the number of government-to-government partnerships and technical assistance in support of implementing the principles of both the Extractive Industries Transparency Initiative and the Energy Resources Governance Initiative to support resilient, diverse, and soundly-governed critical energy mineral supply chains needed for batteries, electric vehicles and renewables;
- Continue to work through Asia EDGE, America Crece and other whole-of-government efforts to encourage market-based energy infrastructure development that diversifies sources of energy, promotes open, competitive, and responsible energy development that affords opportunities for U.S. companies;
- USAID's Business Innovation Partnership will engage with experienced business process and change management facilitators, coaches, and utility mentors to give USAID utility partners an edge to keep up with rapid industry transformation and bolster energy security following unprecedented level of cyber-attacks against utilities in 2020;
- Work with partner countries to promote a culture of integrity to prevent corruption before it starts and to strengthen detection and enforcement efforts, and develop and implement international standards and political commitments to combat corruption, including the bribery of foreign officials, based on the Organization for Economic Cooperation and Development (OECD) Anti-Bribery Convention, and relevant regional conventions;
- Provide assistance to help countries in developing and sustaining an array of governmental reforms that contribute to preventing and fighting corruption – from legislative reforms to establishing codes of conduct, effective anti-corruption institutions, and vetted law enforcement units. State and USAID will seek to expand programs to translate commitment to action and to build nuanced skills to investigate and manage complex corruption cases;
- Strengthen the minimum requirements of fiscal transparency as identified in the Department of State's Fiscal Transparency Report, and provide assistance to improve economic governance and transparency in public financial management, including through the Department of State and USAID's Fiscal Transparency Innovation Fund (FTIF), and;

- Continue to build civil society and foreign law enforcement partners' capacity to prevent, investigate and prosecute complex, transnational corruption cases and advocate for reform, increase cross-border cooperation and strengthen implementation of international standards, and build political will for needed reforms.

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	8.689 million	2.929 million	10 million	10.881 million	1.969 million
Actual	11.189 million	9.210 million	9.500 million	15.774 million	49.689 million	N/A	N/A

Table 57: 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	FY 2021	FY 2022
Target	N/A	N/A	\$5 billion	\$7 billion	\$8 billion	\$10 billion	\$12 billion
Actual	N/A	\$3.374 billion	\$5.175 billion	\$13.823 billion	\$8.0 billion	N/A	N/A

Table 58: 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	FY 2021	FY 2022
Target	N/A	N/A	\$7.613 billion	\$5.749 billion	\$8.357 billion	\$1.729 billion	\$423 million
Actual	N/A	\$7.634 billion	\$5.999 billion	\$3.324 billion	\$4.865 billion ²⁸	N/A	N/A

²⁸ Updated with data finalized after publication of the FY 2020 APR.

Table 59: 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	FY 2021	FY 2022
Target	N/A	N/A	13,812	8,325	13,029	3,671	1,324
Actual	3,642	5,094	7,895	14,436	8,098 ²⁹	N/A	N/A

Table 60: 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	FY 2021	FY 2022
Target	N/A	N/A	167	213	240	198	153
Actual	474	427	235	317	254 ³⁰	N/A	N/A

²⁹ Updated with data finalized after publication of the FY 2020 APR.

³⁰ Updated with data finalized after publication of the FY 2020 APR.

Table 61: 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	FY 2021	FY 2022
Target	N/A	N/A	2	4	6	10	12
Actual	N/A	N/A	1	5	9	N/A	N/A

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	10,036	10,753	20,000	21,268	9,188
Actual	11,289	13,991	15,804	38,800	29,488 ³¹	N/A	N/A

³¹ Updated with data finalized after publication of the FY 2020 APR.

Table 63: 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	FY 2021	FY 2022
Target	N/A	N/A	13,814	12,125	12,000	5,482	3,027
Actual	4,689	15,127	15,875	13,613	7,556 ³²	N/A	N/A

Table 64: 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	FY 2021	FY 2022
Target	N/A	N/A	125	400	400	428	347
Actual	163	331	704	973	56	N/A	N/A

³² Updated with data finalized after publication of the FY 2020 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 65: Number of target countries with new Fiscal Transparency Innovation Fund projects

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	7	7	12	17	17
Actual	10	12	12	14	15	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- Throughout FY 2021, USAID will work closely with the rest of the U.S. Government, host country governments, and civil society to re-envision the unique nature of each partnership within the context of the ongoing broader bilateral relationship. This includes identifying the new form of partnership models, tools, and structures, and bringing them to bear in the right place at the right time.
- USAID's role in the new partnership must aspire to mature from a largely technical and financial partner, to a convener that mobilizes U.S. Government agencies, the private sector, and civil society to sustain the country's advanced level of self-reliance and promote its long-term prosperity.
- Future programming might seek to (but is not limited to) further mobilizing private capital, deepening trade relationships and access to international markets, elevating partnerships in science, technology, and innovation, establishing accountability mechanisms to see through critical reforms, and/or increasing technical and educational exchanges.
- As such, it is critical for USAID, in close collaboration with the host country government and State, to closely monitor and mitigate risks to avoid backsliding on development gains. Progress hinges on transforming State and USAID relationships and countries following through on commitments to reforms and to meeting the needs of their citizens.

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 66: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	15.87%	82.5%	100%	N/A
Actual	N/A	N/A	3.17%	14.29%	64%	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- State and USAID, through the HASC, will continue to implement the Donor Outreach Plan in pursuit of U.S. burden sharing goals. There will be continued robust engagement with key stakeholders, and consistent burden sharing messaging at multilateral meetings, at crisis-specific donor conferences, and in UN resolutions. The HASC developed a detailed calendar of opportunities to advance burden sharing goals and will update it regularly to support these initiatives.
- State and USAID will continue to conduct regular analysis on the progress towards reducing the U.S. relative share of government-provided international humanitarian assistance in FY 2021. This analysis will continue to guide the implementation of the Donor Outreach Plan. Further, USAID and the State Department will continue to build on the momentum of successful engagements thus far.
- State and USAID will continue to monitor burden sharing goals and re-strategize as necessary in response to COVID-19

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 67: United Nations peacekeeping rate of assessment

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	28.4%	25%	25%	25%	25%
Actual	28.6%	28.5%	28.4%	27.9%	27.9%	N/A	N/A

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 2019.³³

³³ Sources for the analysis are the Development Initiatives' Global Humanitarian Assistance (GHA) annual reports. GHA information for CY 2020 is not yet available.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021	<p>Assess progress in FY 2020 using agreed upon objective measurement tools and based on lessons learned and guidance from members of the Humanitarian Assistance Steering Council.</p> <p>Expand engagement around donor burden sharing for humanitarian assistance as a priority objective in bilateral and multilateral meetings, at all levels, including with Executive Boards or other relevant governing bodies of Public International Organizations, focused on coordinating efforts with other top humanitarian donors and engaging with those Member States identified with potential to provide more support.</p>	In Progress	<ul style="list-style-type: none"> The semi-annual HASC Burden Sharing Analysis document was developed in December 2020 to assess progress in FY 2020. The HASC Donor Outreach Plan was updated in October 2020 to help maximize results by promoting more high-level bilateral and multilateral engagement with key countries that have a history of providing significant humanitarian assistance but “underperformed” in 2020.
FY 2021, Q3	Provide an update to the Humanitarian Assistance Steering Council leadership on progress towards improved donor burden sharing.	Planned	<ul style="list-style-type: none"> N/A
FY 2022	Review donor burden sharing outreach based on objective data in measurement tools to track progress and, if needed, refine approaches to further advance donor burden sharing and prioritize key opportunities to achieve objectives.	Planned	<ul style="list-style-type: none"> N/A
FY 2022, Q3	Provide an update to the Humanitarian Assistance Steering Council leadership on progress towards improved donor burden sharing.	Planned	<ul style="list-style-type: none"> N/A

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

Strategies for Achieving the Objective and Next Steps

The global pandemic will continue to impact all Department public diplomacy programming with foreign exchange participants and publics into FY 2021 and perhaps beyond. The practical experience of restructuring all programs, both domestic and global, by using online tools and strategies has drawn new audiences and American private sector partners into these engagement efforts. The Department will modify targets for specific Performance Goals as needed to take into account the changed programming environment. The Department of State and USAID will continue to engage civil society and NGOs, along with the private sector, to maximize our ability to effect positive change, including by protecting ethnic and religious minorities and other marginalized populations, promoting religious and ethnic tolerance, and providing emergency assistance to human-rights defenders and survivors of abuse.

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 68: 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	FY 2021	FY 2022
Target	N/A	N/A	\$28.900 billion	\$28.900 billion	\$55.300 billion	\$56.400 billion	\$57.500 billion
Actual	\$28.416 billion	\$25.300 billion	\$55.700 billion	\$54.200 billion	\$56.364 billion	N/A	N/A

Table 69: 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	FY 2021	FY 2022
Target	N/A	N/A	5,755	6,021	5,807	5,248	3,591
Actual	5,158	7,524	7,696	7,537	7,012 ³⁴	N/A	N/A

³⁴ Updated with data finalized after publication of the FY 2020 APR.

Table 70: 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	FY 2021	FY 2022
Target	N/A	N/A	29,766	29,766	10,000 ³⁵	10,000	25,000
Actual	29,082	29,206	31,334	29,070	15,177	N/A	N/A

Table 71: 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	FY 2021	FY 2022
Target	N/A	N/A	90%	95%	85% ³⁶	90%	90%
Actual	80.79%	84.58%	92%	97%	TBD ³⁷	N/A	N/A

³⁵ The original target has been reduced to account for COVID 19 impact to program implementation.

³⁶ Due to a change in ECA's Tech Camp programming (an entirely new component has been developed), the original target of 98% has been reduced to account for an expected learning curve as the program gets established.

³⁷ 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 the FY 2021 APR.

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 72: 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	FY 2021	FY 2022
Target	N/A	N/A	12.9 million	70.3 million	30 million ³⁸	30 million	50 million
Actual	40.4 million	58.9 million	68.3 million	66.7 million	37.7 million	N/A	N/A

Table 73: 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	FY 2021	FY 2022
Target	N/A	N/A	90%	90%	90%	85%	88%
Actual	87.75%	93.45%	89%	N/A	N/A	NA	N/A

³⁸ The original target has been reduced to account for COVID 19 impact to program's operating environment.

Performance Goal 3.3.3: Private-Sector Engagement³⁹

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: 40 Q2: 49 Q3: 49 Q4: 49	Q1: 50 Q2: 50 Q3: 50 Q4: 50	N/A
Actual	N/A	N/A	N/A	N/A	Q1: 83 Q2: 75 Q3: 0 Q4: 23	N/A	N/A

³⁹ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

Table 75: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	63%	68%	N/A
Actual	N/A	N/A	N/A	N/A	67%	N/A	N/A

Table 76: Percent of Missions that report multiple active partnerships with the private sector

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	80%	83%	N/A
Actual	N/A	N/A	N/A	N/A	TBD ⁴⁰	N/A	N/A

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.

⁴⁰ USAID is collecting the FY 2020 data and will report on results in the FY 2021 APR.

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.
FY 2021, Q1	Learning: Update the PSE Evidence-Gap Map (as part of the update to the PSE Evidence and Learning Plan)	In Progress	N/A

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q2	Action: M/B/IOs take stock of their efforts in PSE, and update their PSE Plans accordingly	Planned	N/A
FY 2021, Q3	Learning: Conduct and complete a PSE failure-risk analysis	In Progress	N/A
FY 2021, Q4	Action: All Missions demonstrate concrete actions taken in line with their PSE Plans	In Progress	N/A

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

Strategies for Achieving the Objective and Next Steps

- Through efforts in maternal/child health, family planning, global health security, malaria, HIV/AIDS, tuberculosis, neglected tropical diseases, and nutrition, State and USAID's health programs will work to reduce deaths, preempt pandemics, mitigate the spread of diseases, and foster prosperity and stability.
- State and all U.S. government implementing agencies including USAID will provide global leadership, support country-led efforts, and innovate to implement cost-effective and sustainable interventions at scale to prevent the spread of the HIV/AIDS epidemic and mitigate its effects. Working with Health Ministries, partners, and communities, these programs will scale up effective, equitable, locally-adapted, and evidence-based interventions to reach poor, marginalized, and vulnerable people to prevent and treat infectious diseases.
- The Department of State and USAID's humanitarian assistance will save lives, alleviate human suffering, provide protection, and reduce the social and economic impact of disasters. State and USAID will continue working through multilateral systems to build global partnerships and to ensure compliance with international norms and standards. Additionally, State and USAID will promote best practices in humanitarian response, including through principled action; work to advance reforms that improve the efficiency and effectiveness of aid; and ensure that humanitarian response supports broader U.S. foreign policy goals.
- Through diplomatic engagement, advocacy, and strategic outreach, the U.S. Government will continue to strive to expand the share of government-provided humanitarian assistance borne by other nations to increase both the quantity and effectiveness of global humanitarian assistance.
- Collaboration with donors and host countries will help identify solutions to displacement, protect people at risk, encourage relief-development coherence, promote disaster risk reduction, and foster resilience. State and USAID will give particular attention to mitigating gender-based violence and sexual exploitation and abuse in emergency contexts.
- Programs will concentrate on countries and populations with critical, unmet health or humanitarian needs, while leveraging support from the public and private sectors.

Performance Goal 3.4.1: Maternal and Child Health⁴¹

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 77: 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	FY 2021	FY 2022
Target	-1.5	-2	-2	-2	-2	-2	N/A
Actual	-2.1	-2.1	-2	-2	-1.8	N/A	N/A

⁴¹ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

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 78: Absolute change in the prevalence rate of modern contraceptives

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	+1%	+1%	+1%	+1%	+1%	+1%	N/A
Actual	+0.9%	+0.4%	+0.6%	+0.5%	+0.8%	N/A	N/A

Table 79: Annual total number of people protected against malaria with insecticide-treated nets

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	62M	72M	77M	85M	97M	110M	N/A
Actual	87M	59M	126M	114M	125M ⁴⁴	N/A	N/A

Table 80: Absolute change in total percentage of births delivered in a health facility

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	+1%	+1%	+1%	+1%	N/A
Actual	N/A	N/A	+1%	+1.2%	+1.2%	N/A	N/A

⁴⁴ Updated with data finalized after publication of the FY 2020 APR.

Table 81: 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	FY 2021	FY 2022
Target	N/A	N/A	+5%	+1%	+1%	+1%	N/A
Actual	N/A	N/A	+2.1%	+4.4%	+4.4%	N/A	N/A

Table 82: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	+1%	+1%	N/A
Actual	N/A	N/A	+1.9%	+1.9%	+1.9%	N/A	N/A

Table 83: Percent of shipments of contraceptive commodities that are on time

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
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%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	N/A
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: 94%	Q1: 92% Q2: N/A Q3: N/A Q4: N/A	N/A

Table 84: 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	FY 2021	FY 2022
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%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	N/A
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: 93%	Q1: 88% Q2: N/A Q3: N/A Q4: N/A	N/A

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.
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.
FY 2021, Q1	Approve 24 Annual MOPs for the 24 priority PMI countries and one sub-region	Planned	N/A
FY 2021, Q2	Execute a data-driven review of country performance results across FY 2020	Planned	N/A
FY 2021, Q3	Release the <i>Acting on the Call</i> Report for 2021	Planned	N/A

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q4	Conduct thorough review of OPs for 25 U.S. Government priority countries for MCH	Planned	N/A

Performance Goal 3.4.2: HIV/AIDS⁴⁵

Performance Goal Statement: By September 30, 2021, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13⁴⁶ 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 85: Number of adults and children newly diagnosed with HIV

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	3,578,410	4,225,252	3,460,388	3,774,757	2,385,635	N/A
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	N/A	N/A

⁴⁵ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

⁴⁶ The 13 epidemic-control countries are Botswana, Côte d'Ivoire, Eswatini, Haiti, Kenya, Lesotho, Malawi, Namibia, Rwanda, Tanzania, Uganda, Zambia, Zimbabwe.

Table 86: Number of adults and children newly enrolled on Anti-Retroviral Treatment (ART)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	3,673,989	4,033,866	3,337,161	3,681,547	2,347,635	N/A
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	N/A	N/A

Table 87: Number of adults and children currently receiving ART

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	14,002,222	15,822,258	18,284,357	19,083,139	19,774,264	N/A
Actual	N/A	Q4: 13.2M	Q4: 14.8M	Q4: 15.7M	Q3: 15.9M Q4: 17.4M	N/A	N/A

Table 88: 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	FY 2021	FY 2022
Target	N/A	3,666,356	3,884,030	3,822,403	4,017,565	2,629,034	N/A
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	N/A	N/A

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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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).
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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
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.
FY 2021, Q1	Collection and internal USG release of FY 2020 Q4 global and country specific-results, including APG indicators.		N/A

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q1	Eight African countries (Ethiopia, Rwanda, Kenya, Zimbabwe, Namibia, eSwatini, Malawi and Lesotho) reach the UNAIDS 90-90-90 goals		N/A

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 89: 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	FY 2021	FY 2022
Target	N/A	N/A	37.00%	37.00%	37.00%	35%	35%
Actual	37.00%	34.85%	35.77%	37.65%	33.33%	N/A	N/A

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 90: Protection mainstreaming in NGO proposals

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	95%	95%	95%	95%	95%
Actual	N/A	N/A	100%	96%	100%	N/A	N/A

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 91: 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	FY 2021	FY 2022
Target	N/A	N/A	100%	100%	100%	100%	100%
Actual	100%	100%	100%	100%	100%	N/A	N/A

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 92: Percent of disaster declarations responded to within 72 hours

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	95%	95%	95%	95%	95%
Actual	100%	100%	89%	95%	91%	N/A	N/A

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

Strategies for Achieving the Objective and Next Steps

- The Department is continuing to strengthen the effectiveness and sustainability of our diplomacy and development investments through annual strategic and resource (STAR) reviews that highlight each bureau's key priorities, how success is measured and tracked, and the total investment in those priority areas.
- USAID is continuing to support innovative Acquisition and Assistance (A&A) mechanisms that strengthen the effectiveness and sustainability of development investments. The A&A Strategy is two years into implementation, and the USAID team is conducting stocktaking to evaluate progress, determine the effectiveness of ten strategic shifts in the original strategy, and identify areas for improvement moving forward. USAID set new indicators for FY 2021 on the use of New and Underutilized Partners (NUPs) in prime and sub-awards, outlined new data driven targets for the use of NUPs and co-creation, and plans to evaluate progress on these indicators on a yearly basis. The COVID-19 pandemic may affect the ability of the Agency to utilize co-creation and engage NUPs to reach its targets. USAID addressed this concern by developing new approaches, such as virtual engagements, to ensure the Agency achieves sustainable progress.

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
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%	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% ⁴⁷ USAID: 87% ⁴⁸	N/A	N/A

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

⁴⁷ 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.

⁴⁸ Updated with data finalized after publication of the FY 2020 APR.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
			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 94: 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	FY 2021	FY 2022
Target	N/A	N/A	50%	65%	65%	65%	65%
Actual	49%	59%	64.8%	61%	57% ⁴⁹	N/A	N/A

⁴⁹ Data collection for this indicator was still in progress at time of publication. Final data will be included in the FY 2021 APR.

Performance Goal 4.1.3: Effective Partnering and Procurement Reform (EPPR)⁵⁰

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 95: Percentage of new awards using co-creation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: 23.5% Q2: 24% Q3: 24% Q4: 25.5%	Q1: 26% Q2: 27% Q3: 27.5% Q4: 28.5%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: 31.2% Q2: 25.6% Q3: 31.1% Q4: 24.9%	N/A	N/A

⁵⁰ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

Table 96: Percentage of obligations made through co-creation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: 19.5% Q2: 19.5% Q3: 21% Q4: 21.4%	Q1: 23% Q2: 25.5% Q3: 26% Q4: 26%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: 36.9% Q2: 21.3% Q3: 26.7% Q4: 23.4%	N/A	N/A

Table 97: Direct awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 98: Sub-awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 99: Field OUs Percentage of obligations made to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	22%	N/A
Actual	N/A	N/A	N/A	N/A	11.9%	N/A	N/A

Table 100: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	6%	N/A
Actual	N/A	N/A	N/A	N/A	0.7%	N/A	N/A

Table 101: Washington OUs Percentage of obligations made to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	12%	N/A
Actual	N/A	N/A	N/A	N/A	8%	N/A	N/A

Table 102: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	3%	N/A
Actual	N/A	N/A	N/A	N/A	0.8%	N/A	N/A

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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
FY 2020, Q2	Undertake a preliminary 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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
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.
FY 2021, Q1	Institutionalize NPI through the creation of the NPI Portfolio Manager position in the Democracy, Development, and Innovation (DDI) Bureau	In Progress	<ul style="list-style-type: none"> The Portfolio Manager began the role in October 2020. The Agency will stand up the Local, Faith-Based, and Transformative Partnerships Office in DDI during Q1 of FY 2021, where the NPI team will be located.
FY 2021, Q2	Convene Agency partners to review sub-award data and effective sub-award practices that will enable the achievement of targets for 1) new and underutilized partners (NUPs); and, 2) the strengthening of capacity of local partners.	In Progress	<ul style="list-style-type: none"> The EPPR team is having ongoing discussions on when and for what purpose to reconvene or convene additional prime and sub-award partners in FY 2021.
FY 2021, Q3	Finalize Agency-wide policy to support the indicator on capacity-development.	In Progress	<ul style="list-style-type: none"> In Q4 of FY 2020, the EPPR team convened an internal working group to launch the discussions towards creating USAID's first ever Local Capacity Development Policy and began drafting the outline for the policy. In Q1 of FY 2021, the team will hold a series of internal and external webinars to socialize the policy.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q3	Develop five NPI field guides (NUPAS, adaptive management, local capacity development, working with NUPs, pay for results, use of FAAs) for internal and external stakeholders to convey policy changes, best practices, and knowledge sharing.	In Progress	<ul style="list-style-type: none"> The EPPR and NPI teams have begun working, with support from the NPI Partnerships Incubator, on the field guides with deliverable dates between Q1 FY 2021 and Q3 FY 2021.
FY 2021, Q4	Update on NPI progress through Operating Plans.	In Progress	<ul style="list-style-type: none"> In Q3 of FY 2020, the NPI team developed the New Partnerships Approaches key issue to be considered for the Operational Plan beginning in the FY 2021 cycle. The New Partnerships Key Issue is intended to supplement the Sustainability and Local Ownership Key Issue narrative. The narrative is pending submission following future discussions with the Department of State.
FY 2021, Q4	Complete review of progress with sub-awardees and create case studies.	In Progress	

Performance Goal 4.1.4: Category Management⁵¹

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: \$25M Q2: \$55M Q3: \$100M Q4 ⁵² : \$185.8M	\$204.3M	N/A
Actual	N/A	N/A	N/A	N/A	Q1: \$17.3M Q2: \$44.1M Q3: \$95.8M Q4 ⁵³ : \$197.7M	N/A	N/A

⁵¹ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

⁵² The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

⁵³ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

Table 104: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: \$500M Q2: \$1,200M Q3: \$2,500M Q4 ⁵⁴ : \$3,799.5M	\$3,850M	N/A
Actual	N/A	N/A	N/A	N/A	Q1: \$495.6M Q2: \$1,608.6M Q3: \$3,063.8M Q4 ⁵⁵ : \$4,960.5M	N/A	N/A

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.
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.

⁵⁴ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

⁵⁵ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
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.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
FY 2021, Q1	Submit USAID's CM Plan for FY 2021 to OMB, according to OMB Memorandum 19-13, or any other additional guidance provided in the interim.	Complete	<ul style="list-style-type: none"> USAID completed and submitted this plan in October 2020.
FY 2021, Q1-Q3	Work with OMB to get feedback on our CM Plan for FY 2021 and make adjustments to it.	In-Progress	<ul style="list-style-type: none"> Action pending.
FY 2021, Q1	Identify, assess, and focus on programs applicable to CM solutions. Educate and train COs' teams in detail about CM, background, policy, adoption methods, tools for leverage, and implementation.	On-going	<ul style="list-style-type: none"> Continue to engage CO teams. Have engaged with Washington based CO community. Completing overseas Mission based A&A teams.
FY 2021, Q2	Assess the A&A Plan to identify future acquisitions over \$50 million and \$100 million to identify key opportunities to address SUM.	On-going	<ul style="list-style-type: none"> Effort continues.
FY 2021, Q2	Make necessary adjustments and enhancements to USAID's training and programmatic-engagement efforts related to increasing the adoption of CM.	On-going	<ul style="list-style-type: none"> Make any necessary adjustments as needed.
FY 2021, Q2	Engage with major acquisition organizations within USAID to increase awareness of CM for planning for FY 2022.	On-going	<ul style="list-style-type: none"> Effort continues
FY 2021, Q3	Coordinate with OMB related to the attainment of our targets and goals (mid-term review).	Planned	<ul style="list-style-type: none"> N/A

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q4	Measure end-of-year data and assess status against our targets for FY 2021.	Planned	<ul style="list-style-type: none"> N/A

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

Strategies for Achieving the Objective and Next Steps

Moving forward, the State Department and USAID look to expand on current initiatives and develop new initiatives to respond to the changing global landscape during and after the COVID-19 pandemic.

- To continue realizing logistics cost savings, the State Department will invest in strategic sourcing initiatives, inventory reduction, and enhanced managerial oversight. It will also be necessary to identify more cost-effective shipping solutions once global supply chain prices normalize after the COVID-19 pandemic abates.
- In response to the COVID-19 pandemic, USAID's Office of the Chief Financial Officer (M/CIO) continues to provide support to make sure the Agency's workforce continues to be well-equipped for telework.
- During the State Department's Current State Data Assessment, insights from bureau level representatives provided mitigation strategies to help develop talent and enhance data capacity while transforming the Department into a more data-driven environment, and the accompanying maturity assessment has provided the foundation for the nearly-complete first ever Enterprise Data Strategy, slated for public dissemination by Spring of FY 2021.
- The Department of State will work to keep and improve the tools that employees have come to value and rely on to conduct diplomacy. The Reimagine Task Force, an Undersecretary-level working group created to increase Department adaptivity and workforce resilience, recommended priority enterprise projects to increase mobility and automation. The Reimagine Program Office is managing 18 of these enterprise-wide projects to target chief concerns of the workforce and is focused on acquiring and shifting resources as needed. We will continue to make data-driven investment decisions using input from the various Reimagine surveys, the Reimagine Steering Committee, and the CIO led Information Technology Executive Council.

- USAID will make policy changes and update contracts per the Federal rule-making process to address any gaps in the data management lifecycle as identified via its Data Maturity Assessment.
- A plan has been proposed for the USAID Development Information Solution (DIS) Performance Management module to be deployed globally in FY 2021, pending appropriate funding.

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 105: Number of OUs Adopting DIS

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	7	6	35	40	45
Actual	N/A	N/A	0	3	38	N/A	N/A

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 106: Supply Chain Cost Savings

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	\$10 million	\$10 million	\$10 million	\$10 million	\$10 million
Actual	\$10 million	\$6.2 million	\$16.65 million	\$9.61 million	\$15.702 million	N/A	N/A

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 107: 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	FY 2021	FY 2022
Target	N/A	N/A	40%	60%	65%	70%	75%
Actual	N/A	N/A	31%	38%	68%	N/A	N/A

Table 108: 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	FY 2021	FY 2022
Target	N/A	N/A	10%	20%	20%	20%	20%
Actual	N/A	N/A	4.6%	6.5%	8.8%	N/A	N/A

Table 109: 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	FY 2021	FY 2022
Target	N/A	N/A	50%	100%	100%	100%	100%
Actual	N/A	N/A	100%	100%	100%	N/A	N/A

Performance Goal 4.2.4: IT Modernization⁵⁶

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

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	50%	100%	N/A
Actual	N/A	N/A	N/A	N/A	75%	N/A	N/A

⁵⁶ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

Table 111: Percentage of FISMA reportable systems that have an ATO

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	80%	100%	N/A
Actual	N/A	N/A	N/A	N/A	45%	N/A	N/A

Table 112: Percentage of Posts that have WiFi enabled to support SMART Mission

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	22%	47%	N/A
Actual	N/A	N/A	N/A	N/A	14%	N/A	N/A

Table 113: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	100%	100%	N/A
Actual	N/A	N/A	N/A	N/A	100%	N/A	N/A

Table 114: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	40%	100%	N/A
Actual	N/A	N/A	N/A	N/A	39%	N/A	N/A

Table 115: Develop and pilot AI/Predictive Modeling initiatives

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	50%	100%	N/A
Actual	N/A	N/A	N/A	N/A	30%	N/A	N/A

Key Milestones

Table 116: 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.
FY 2021, Q1	Implement IDMS/ICAM on 3 cloud platforms/applications	On Track	<ul style="list-style-type: none">
FY 2021, Q2	Implement IDMS/ICAM on 3 cloud platforms/applications	On Track	<ul style="list-style-type: none">
FY FY2021, Q3	Implement IDMS/ICAM on 4 additional cloud platforms/applications for a total of 20 across the enterprise	On Track	<ul style="list-style-type: none"> Successful completion depends in large on legacy systems migrating to Cloud-based solutions.
FY 2021, Q4	All FISMA reportable systems have current Authority To Operate (ATO)	On Track	<ul style="list-style-type: none"> New systems are introduced periodically, and legacy system are phased out, impacting the backlog and percentage of ATOs.

Table 117: 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	

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
FY 2021, Q1	Upgrade infrastructure at 30 posts to support WiFi, mobility, and cloud	Delayed	<ul style="list-style-type: none"> Q4 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
FY 2021, Q2	Upgrade infrastructure at 20 posts to support WiFi, mobility, and cloud	On Track	<ul style="list-style-type: none"> Deployment target adjusted due to COVID-19 lockdown impact
FY FY2021, Q3	Upgrade infrastructure at 20 posts to support WiFi, mobility, and cloud	On Track	<ul style="list-style-type: none"> Deployment target adjusted due to COVID-19 lockdown impact
FY 2021, Q4	Upgrade infrastructure at 15 posts to support WiFi, mobility, and cloud	On Track	<ul style="list-style-type: none"> Deployment target adjusted due to COVID-19 lockdown impact
FY 2021, Q4	Upgrade infrastructure at 15 posts for a total of 130 posts' updated to support WiFi, mobility, and cloud	On Track	<ul style="list-style-type: none"> Successful completion depends on lifting of travel restrictions

Table 118: 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.
FY 2021, Q1	Draft Key IT service delivery process	On Track	<ul style="list-style-type: none">
FY 2021, Q2	Create Agile mission plan for Department IT service providers to address backlog of user IT needs	On Track	<ul style="list-style-type: none">
FY 2021, Q4	Create End-to-End Metrics for all IT business Processes	On Track	<ul style="list-style-type: none">

Table 119: 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.
FY 2021, Q1	Submit ATO package for Google Artificial Intelligence tools and work with early adopters to enhance capabilities	On Track	<ul style="list-style-type: none">
FY 2021, Q2	Implement an automated IT Asset System of Record	On Track	<ul style="list-style-type: none"> Established a CMDB priority project

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q3	Submit ATO for Amazon and Microsoft AI Cloud AI tools and create user guides and training materials	On Track	•
FY 2021, Q4	Continue to identify requirements for advancing AI use in the Department. FSI develops training programs.	On Track	•

Performance Goal 4.2.5: Data Informed Diplomacy⁵⁷

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 120: Percentage of employee data-related position descriptions created

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 ⁵⁸	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0% Q3: 8% Q4: 15%	Q1: 17% Q2: 18% Q3: 19% Q4: 20%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0% Q3: 0% Q4: 3.5%	N/A	N/A

⁵⁷ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

⁵⁸ FY 2021 targets are under review at time of publication. Future reporting may reflect changes.

Table 121: Number of available in-house data practitioner courses

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 6 Q4: 8	Q1: 9 Q2: 10 Q3: 11 Q4: 12	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 6 Q4: 9	N/A	N/A

Table 122: Number of participants completing in-house and partner-endorsed data analytics courses

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 488 Q3: 600 Q4: 800	Q1: 1000 Q2: 1200 Q3: 1400 Q4: 1600	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 488 Q3: 658 Q4: 989	N/A	N/A

Table 123: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 4 Q3: 9 Q4: 11	Q1: 11 Q2: 21 Q3: 31 Q4: 41	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 4 Q3: 4 Q4: 54	N/A	N/A

Table 124: Number of data liaisons identified for each Bureau

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 5 Q4: 10	Q1: 15 Q2: 22 Q3: 29 Q4: 37	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 20 Q4: 25	N/A	N/A

Table 125: Completion percentage of the Department's Enterprise Data Strategy

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 40% Q4: 50%	Q1: 65% Q2: 80% Q3: 90% Q4: 100%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 25% Q4: 50%	N/A	N/A

Table 126: 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	FY 2021 ⁵⁹	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 10	Q1: 15 Q2: 20 Q3: 25 Q4: 30	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 6	N/A	N/A

⁵⁹ FY 2021 targets are under review at time of publication. Future reporting may reflect changes.

Table 127: 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	FY 2021 ⁶⁰	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 10	Q1: 15 Q2: 20 Q3: 25 Q4: 30	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 0 Q4: 7	N/A	N/A

Table 128: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 8% Q4: 10%	Q1: 13% Q2: 16% Q3: 18% Q4: 20%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5% Q3: 8% Q4: 10%	N/A	N/A

⁶⁰ FY 2021 targets are under review at time of publication. Future reporting may reflect changes.

Table 129: 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	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 60% Q3: 65% Q4: 70%	Q1: 73% Q2: 76% Q3: 78% Q4: 80%	N/A
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 60% Q3: 65% Q4: 70%	N/A	N/A

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q4	Incorporate data practitioner skillsets in target % of position descriptions by FY20 Q4 and by FY21 Q4.	In Progress	<ul style="list-style-type: none"> The Department of State reviewed over 13,000 positions and found over 450 to include a data-focused skillset
FY 2021, Q4	Develop three new data literacy courses by FY20 Q4 and four additional by FY21 Q4.	In Progress	<ul style="list-style-type: none"> The Department increased training opportunities available to build data skills throughout the workforce by providing additional courses and increased enrollments by transitioning to a virtual learning environment
FY 2021, Q4	Release initial data inventory and catalog by FY20 Q4. Release revised data inventory and catalog by FY21 Q4.	In Progress	<ul style="list-style-type: none"> The critical data assets inventoried and cataloged increased exceeding annual targets
FY 2021, Q4	Data Liaisons identified for each Bureau.	In Progress	<ul style="list-style-type: none"> The number of data liaisons increased as more liaisons are identified across the enterprise

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q4	Complete Draft EDS by FY20 Q4 Complete Final EDS by FY21 Q4.	In Progress	<ul style="list-style-type: none"> The draft of the EDS by CY20 is on track
FY 2021, Q4	Implement system tracker of CfA project requests by customer Bureaus and Offices.	In Progress	<ul style="list-style-type: none"> Due to limitations and resourcing, the implementation and creation of data analytics cells within bureaus is behind schedule.
FY 2021, Q4	Establish a data hub enabling enterprise access to data and analytical insights.	In Progress	<ul style="list-style-type: none"> The Department is on track and met cumulative targets
FY 2021, Q4	Establish technology infrastructure that enables the creation of cross-cutting analytics.	In Progress	<ul style="list-style-type: none"> The Department is on track and met cumulative targets

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

Strategies for Achieving the Objective and Next Steps

- In response to the COVID-19 pandemic both USAID and State plan to promote organizational resilience by promoting workplace flexibilities or strengthening strategic workforce planning. In addition, USAID plans to increase hiring rates, continue restructuring USAID, excel in HR customer service and further promote diversity, equality, and inclusion. The State Department plans to continue promoting career development and engagement to accomplish our mission, and to attract and retain talent. This includes launching the revamped Overseas Development Program to enable Civil Service employees to gain experience overseas.
- Both the State Department and USAID will strengthen and automate more hiring, recruitment, and performance management processes. Additionally, USAID intends to increase HR specialist capacity to help reach FY 2021 Congressional hiring targets for Civil and Foreign Service employees.
- USAID will continue to develop and improve existing and new technological solutions, increase automation to improve efficiency, facilitate data-driven human capital analysis, and deliver employee support services. These include enhancements to the LaunchPad portal to streamline HR services; employee onboarding; awards management; workforce planning and reporting; and robotics processing automation for processing personnel actions.
- In FY 2021, USAID will also address the significant challenge of under-staffing by surging recruiting and hiring efforts to fill existing vacancies throughout the Agency. Increased human capital resources, combined with technological solutions to improve efficiency, will enable USAID to provide more complete and efficient HR services in support of the Agency's mission.
- The State Department will review Civil Service recruitment and staffing policies to streamline processes, reduce the burden on our resources, and improve the efficiency of hiring.
- The State Department plans to strengthen diversity by implementing its new Diversity and Inclusion Strategic Plan, renegotiating the core precepts for promotion within the Foreign Service, and bolstering the recruitment and hiring of a diverse Civil Service

Performance Goal 4.3.2⁶¹: 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 130: 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	FY 2021	FY 2022
Target	N/A	N/A	State: 4.88 USAID: 4.32	State: 4.98 USAID: 4.3	State: 5.08 USAID: 4.5	State: 5.08 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	N/A	N/A

⁶¹ 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 131: Overall Score on FEVS Employee Engagement Index (EEI)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	70	70	70	71
Actual	N/A	70	69	68	72 ⁶²	N/A	N/A

⁶² Updated with data finalized after publication of the FY 2020 APR.

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

Strategies for Achieving the Objective and Next Steps

To continue to serve the global U.S. diplomatic community with vision, purpose, and value, USAID, Overseas Buildings Operations (OBO), and Diplomatic Security (DS) deploy strategic priorities through the lens of security, resiliency, and stewardship.

- OBO will continue to set the pace for the future planning, design, construction, and maintenance of the Department’s overseas buildings through the Embassy After Next and Facility Maintenance and Upkeep priorities. In FY 2021 OBO will continue to assess the full impacts of the COVID-19 pandemic on the global building program and the results it will have on the programs’ ability to deliver secure, safe, functional, and resilient facilities on time and within budget in the coming years.
- In FY 2021 OBO will continue to focus on reducing risk, accelerating the delivery of secure diplomatic facilities, improving building performance and facility lifecycle management, enhancing the quality of staff housing for the overseas diplomatic corps, improving data management and analytics, and building and maintaining high performing teams of professional staff.
- DS adapted and implemented virtual Post Security Program Review (PSPR) processes in FY 2020 to maintain progress towards this goal amidst a challenging operational environment.
- To mitigate the risks of COVID-19, DS is evaluating locations following the Department’s “Diplomacy Strong” guidelines. The teams are re-prioritizing project schedules to locations in Phase 2 and Phase 3 to support technical security upgrade surveys and High-Definition Secure Video Systems (HD SVS) installation teams. Diplomatic Security (DS) launched the 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.
- USAID’s Office of Management Services will continue to update its COVID-19 Workforce Safety plan and make needed adjustments to ensure workforce safety in all domestic facilities. USAID will continue its Washington Real Estate Strategy to modernize domestic facilities and enhance staff mobility. The Critical Coordination Structure will execute a vaccination plan for the domestic workforce, via a vaccine allocation from the Department of Health and Human Services and in partnership with State/MED to administer vaccine.

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 132: Percent of reviewed posts receiving a 95-100 percent PSPP score

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	80%	85%	90%	95%	95%
Actual	N/A	80%	67%	78%	84%	N/A	N/A

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 133: 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	FY 2021	FY 2022
Target	N/A	N/A	3,000	3,000	1,324	1,300	1,852
Actual	538	3,072	3,108	5,193	798	N/A	N/A

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 134: Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility⁶³

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	0%	0%	100%	N/A	N/A
Actual	N/A	N/A	0%	0%	100%	N/A	N/A

Table 135: 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	FY 2021	FY 2022
Target	N/A	N/A	0%	33%	100%	100%	N/A ⁶⁴
Actual	N/A	N/A	0%	33%	90%	N/A	N/A

⁶³ Indicator target was achieved in FY 2020. As a result, this indicator is being closed out and no future targets will be set.

⁶⁴ USAID anticipates achieving this indicator in FY 2021. As a result, no FY 2022 target is included.

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	
FY2022, Q2	Phase 5 of RRB Renovation completed	Planned	

Performance Goal 4.4.4: Enhancing Security Monitoring Solutions⁶⁵

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 136: Security Monitoring Solutions Enhancements

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	Q1: 9 Q2: 18 Q3: 27 Q4: 36	Q1: 45 Q2: 54 Q3: 63 Q4: 71	N/A
Actual	N/A	N/A	N/A	N/A	Q1: 17 Q2: 19 Q3: 19 Q4: 24	N/A	N/A

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.

⁶⁵ Reported as an Agency Priority Goal in FY 2020. FY 2022 targets are not included because this was a FY 2020 - 2021 Agency Priority Goal.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
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.
FY 2021, Q1	Perform at least 50 designs for DOS facilities' security monitoring solutions.	In Progress	
FY 2021, Q2	Conduct no fewer than 90 surveys of DOS facilities.	In Progress	
FY 2021, Q3	Perform at least 70 designs for DOS facilities' security monitoring solutions.	Planned	
FY 2021, Q4	Conduct no fewer than 120 surveys of DOS facilities.	Planned	
FY 2021, Q4	Complete the Agency Priority Goal plan and calculate the percentage of facility enhancements.	Planned	

Annex 1: Indicator Methodology

Strategic Goal 1

Table 137: 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 138: 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 139: 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 140: 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 141: 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.
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>
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.
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 142: 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 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)

Key Indicator	Indicator Methodology
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 143: 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
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

Key Indicator	Indicator Methodology
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 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

Key Indicator	Indicator Methodology
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 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 144: 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	Indicatory 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	Indicatory 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)	<p>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.</p> <p>“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.</p>
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 145: 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 146: 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 147: 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 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>

Key Indicator	Indicator Methodology
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 (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

Key Indicator	Indicator Methodology
	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 148: 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)

Key Indicator	Indicator Methodology
	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 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.

Key Indicator	Indicator Methodology
Percent of shipments of contraceptive commodities that are on time and in full	<p>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 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.</p>
Number of adults and children newly diagnosed with HIV	<p>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.</p>
Number of adults and children currently receiving antiretroviral therapy (ART)	<p>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.</p>
Number of adults and children newly enrolled on antiretroviral therapy (ART)	<p>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)</p>

Key Indicator	Indicator Methodology
	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.
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.

Key Indicator	Indicator Methodology
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 149: 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

Key Indicator	Indicator Methodology
	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. 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.

Key Indicator	Indicator Methodology
	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 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 150: 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	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

Key Indicator	Indicator Methodology
Investment through the Department's Capital Planning and Investment Control (CPIC) process	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 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.

Key Indicator	Indicator Methodology
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 Configuration Management Data Base (CMDB) repository to support federal reporting requirements and advanced decision-making	Please refer to the IT Modernization APG Action Plans on performance.gov.
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

Key Indicator	Indicator Methodology
	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%
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 151: Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Key Indicator	Indicator Methodology
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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 152: 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

Key Indicator	Indicator Methodology
	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.