

United States Department of State
United States Agency for International Development

Fiscal Year (FY) 2023 Annual Performance Plan



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Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2023 Annual Performance Plan (APP) for the Department of State (State, or the Department) and the U.S. Agency for International Development (Agency, or USAID) presents State and USAID plans for achieving the strategic objectives and performance goals (PGs) articulated in the FY 2022 – 2026 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). 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 2023 Congressional Budget Justification are available at <https://www.state.gov/plans-performance-budget/>.

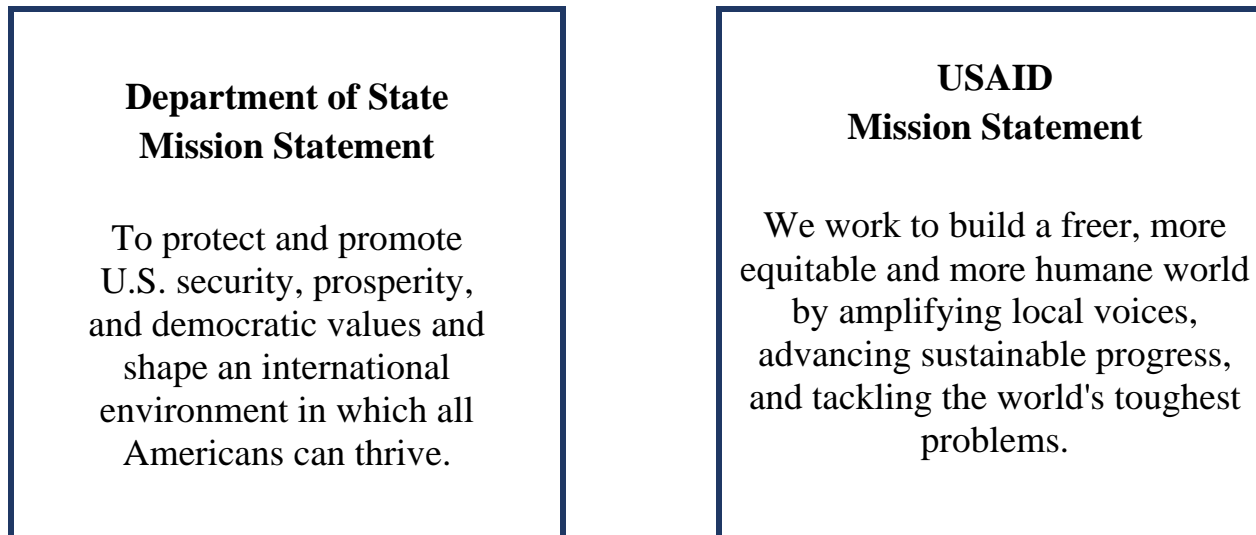
Organizational Background

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 U.S. Government’s lead international development and humanitarian assistance agency and leads the world in providing development and humanitarian assistance to promote security and improve economic conditions. USAID plans its development and assistance programs based on needs identified in coordination with partner countries and in support of foreign policy objectives. USAID collaborates with the Department of State and other U.S. government departments and agencies, Congress, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs).

Information on the organizational structure of the Department of State and USAID can be found at <https://www.state.gov/department-of-state-organization-chart/> and www.usaid.gov/who-we-are/organization, respectively.

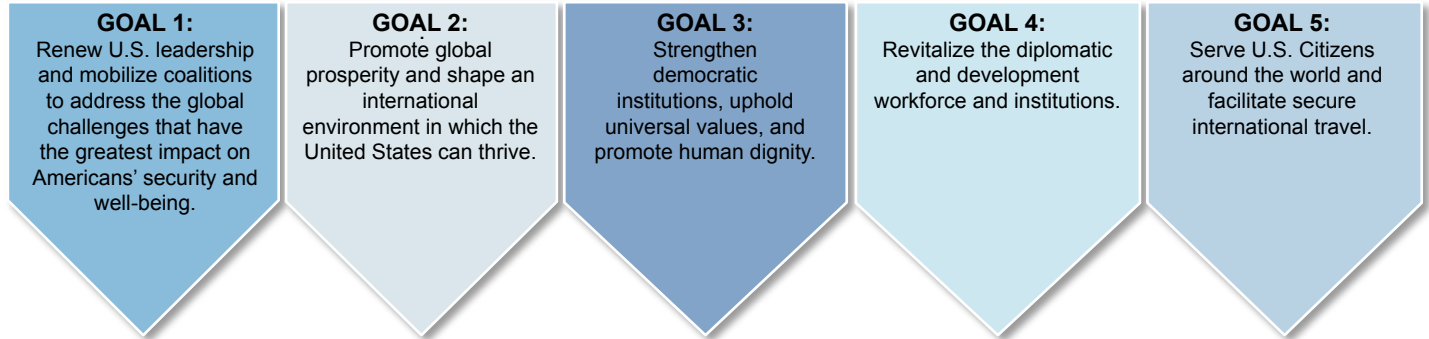
Mission Statements, Strategic Goals, and Objectives



The following chart provides an overview of the Department of State and USAID Joint Strategic Plan, including Goals and Objectives for FY 2022 – 2026. The complete JSP is available at <https://www.state.gov/joint-strategic-plan/> and at <https://www.usaid.gov/results-and-data/planning>.



FY 2022-2026 JOINT STRATEGIC PLAN FRAMEWORK



<p>Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.</p>	<p>Objective 2.1: Promote a global economy that creates opportunities for all Americans.</p>	<p>Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.</p>	<p>Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.</p>	<p>Objective 5.1: Support and serve American citizens traveling or residing abroad.</p>
<p>Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.</p>	<p>Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe.</p>	<p>Objective 3.2: Advance equity, accessibility, and rights for all.</p>		
<p>Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas.</p>	<p>Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world.</p>	<p>Objective 3.3: Prevent, expose, and reduce corruption.</p>	<p>Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.</p>	
<p>Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.</p>	<p>Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks.</p>	<p>Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.</p>	<p>Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.</p>	<p>Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.</p>
<p>Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.</p>		<p>Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups.</p>		

Strategic Review Summary of Progress

State and USAID each held internal Strategic Review meetings in spring 2021 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 their individual efforts to support the Joint Strategic Plan's strategic objectives in a variety of complementary fora throughout the year. State and USAID regularly 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.

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 by USAID, or by an entity funded by the Department or by USAID; (2) data compiled by State and by USAID implementing partners in the field; and/or, (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 performance-monitoring is sufficient for decision-making, Department of State and USAID staff use an assurance process and checklist to assess monitoring data against these five standards of data-quality: validity, integrity, precision, reliability, and timeliness.

All Performance Indicators listed in the APP have associated Indicator Reference Sheets that fully define the indicator, including its data source, collection methods, known limitations, and the intended use of the indicator data to ensure consistency among all who report data on the indicator and Data-Quality Assessments (DQAs) are required within the 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 performance indicator and milestone in the APP, there is either an indicator or milestone reference sheet available at (link to be added prior to publication) or an associated Indicator or Milestone Methodology section (Annex 1) that notes the source and any limitations of the data.

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 117 – 133 of the FY 2021 [Department of State Agency Financial Report](#)
- USAID: See pages 135 – 161 of the FY 2021 [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 and Annual Performance Report (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>.

Goal 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans’ security and well-being.

Goal Leads

Agency	Bureau
State	Under Secretary for Political Affairs
USAID	Bureau for Policy, Planning and Learning

Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Office of the U.S. Global AIDS Coordinator and Health Diplomacy and Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Global Health

Strategies for Achieving the Objective

End the COVID-19 Pandemic: The Department of State and USAID will work to end the COVID-19 pandemic by mitigating transmission and strengthening health systems, including to reduce morbidity and mortality from COVID-19. Both agencies will emphasize the acceleration of widespread and equitable access and delivery of safe and effective COVID-19 vaccines and strengthening vaccine readiness in partner countries. There is also an urgent need to reduce morbidity and mortality from COVID-19 by increasing oxygen and therapeutics, as well as the need to increase testing and access to personal protective equipment to mitigate transmission.

Strengthen the Global Health Security Architecture: Both agencies will strengthen global health security by increasing countries' capacities and preparation to prevent, detect, and respond to biological threats and infectious disease agents. The Department of State and USAID will support efforts to develop a set of sustainable financing options for global health security, including making use of bilateral and multilateral channels and institutions to assist developing countries to address the ongoing COVID-19 pandemic and to prevent future threats.

Leverage Partnerships: The Department of State and USAID lead the international community, multilateral organizations, and private institutions to promote and attain goals in the priority global health areas. These efforts are focused on supporting the Global Health Security Agenda (GHSa) by strengthening organizations like the United Nations World Health Organization (WHO), and building effective systems and platforms, including for medical countermeasures and supply chains; strengthening international norms and standards; ensuring sustainable, predictable financing; and improving transparent and accountable governance. A primary risk to this objective is the lack of political will in some countries to invest in global health security, with limited capacity to improve systems to prevent, detect and respond to infectious disease threats.

Prevent maternal and child mortality: U.S. government programs seek to reduce child mortality to 20 or fewer deaths per 1,000 live births in every country by 2035. USAID will work to improve maternal child mortality outcomes and link health programs, including those in maternal and child health, malaria, voluntary family planning, nutrition, sanitation, and hygiene.

Achieve the 95-95-95 Goal: The U.S. has made the largest commitment by any nation to address a single disease in history. Under American leadership, the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) is partnering with over 50 countries to successfully control the human immunodeficiency virus (HIV)/ acquired immunodeficiency syndrome (AIDS) pandemic without a vaccine or a cure. The U.S. is committed to maintaining this achievement by working in partnership to attain the UNAIDS 95-95-95 goal (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) that lays out a blueprint for the possible eradication of HIV/AIDS.

Performance Goal Statement 1.1.1: Collaborate and Manage the Effects of COVID-19 Globally to End the Pandemic (Joint)

By September 30, 2024, manage the effects of COVID-19 globally to end the pandemic by ensuring safe and equitable distribution of vaccines and other life-saving interventions.

Key Performance Indicators

Indicator 1.1.1.1: Percent of the total global population fully vaccinated with a World Health Organization (WHO) Emergency Use Authorization (EUA) vaccine (Cumulative share of global population fully vaccinated with a WHO Emergency Use Authorization (EUA) vaccine) (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	70%	70%
Result	N/A	N/A	N/A	0%	23.4%	- ¹	-

Indicator 1.1.1.2: Annual global deaths from COVID-19 per 100,000 population (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	45	25
Result	N/A	N/A	N/A	13.5	47.1	-	-

Indicator 1.1.1.3: Percent of individuals surveyed who approve of U.S. efforts to support the global distribution of COVID-19 vaccines (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	55%	56%
Result	N/A	N/A	N/A	N/A	54%	-	-

¹ FY 2022 and FY 2023 results will be reported in the FY 2022 and FY 2023 Annual Performance Reports, respectively. Thus, the FY 2022 and FY 2023 result fields in the APP are represented by a dash (-).

Performance Goal Statement 1.1.2: Global Health Security Agenda (Joint)

By September 30, 2024, strengthen capacities in intensive support countries, in a minimum of five technical areas that are critical to the country to equitably and rapidly prevent, detect, and respond to infectious disease or other biological threats.

Key Performance Indicators

Indicator 1.1.2.1: Percent of 19 intensive support countries that improve capacity in at least five technical areas out of the 19 technical areas as listed in the Joint External Evaluation (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	35%	70%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
1.1.2.2	By 2024, the United States ² will provide direct support to 50 countries and will use its catalytic leadership to work with key donors and partners to support at least 50 additional countries, to achieve ‘Demonstrated Capacity’ or comparable level (depending on country context) in at least five technical areas critical to the country, as measured by relevant health security assessments, such as those conducted within the WHO IHR Monitoring and Evaluation Framework. (Joint)	FY 2024 Q4

² Several U.S. Government agencies contribute to the Global Health Security Agenda, primarily CDC and USAID. Each agency works on different aspects of the 19 technical areas concurrently or at different time periods.

Performance Goal Statement 1.1.3: Accelerate Progress of all PEPFAR Countries Toward Achieving the UNAIDS 95-95-95 Goals (Joint Agency Priority Goal)

Achieve control of the HIV epidemic in PEPFAR-supported countries. To achieve and sustain control of the HIV/AIDS epidemic, PEPFAR will continue to deliver equitable, people-centered HIV prevention and treatment services for millions of men, women, and children. By September 30, 2023, PEPFAR will 1) support eight³ additional countries to achieve 72 percent community viral load suppression (CVLS), a marker of progress toward the UNAIDS goal to achieve 95-95-95 (95 percent of people living with HIV know their status, 95 percent of those with known status are on treatment, and 95 percent of those on treatment are virally suppressed) and 2) ensure that all nine PEPFAR-supported countries⁴ that have achieved 72 percent CVLS sustain that progress; through the leadership of the Department of State and implementation by United States Governmental Agencies, including USAID.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

Performance Goal Statement 1.1.4: Prevent Child and Maternal Deaths (USAID Agency Priority Goal)

Advance the global effort to prevent child and maternal deaths. By September 30, 2023, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction of 2 deaths of children under-5 per 1000 live births in U.S. government (USG) priority countries through evidence-based maternal child health, malaria, health systems, nutrition, reproductive health / family planning, and WASH activities.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

³ Countries targeting 72 percent community viral load suppression include Cameroon, Cote d'Ivoire, Uganda, Botswana, Haiti, Tanzania, Zambia, Nigeria

⁴ Countries at 72 percent community viral load suppression include Zimbabwe, Lesotho, Kenya, Ethiopia, Eswatini, Burundi, Malawi, Namibia, Rwanda

Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Coordinate Climate Engagement and Mitigation: The Department of State and USAID leadership will guide coordinated climate engagement with priority countries that leverage the strength and expertise of each organization. Both agencies will harness their diplomatic, development, and technical expertise, as well as their experience partnering with the private sector, to help increase the climate ambition of other countries – particularly major emitting economies – to achieve substantial emission reductions now and facilitate a future net-zero emission world.

Enhance Climate Adaptation and Resilience: The Department of State and USAID will embed climate adaptation across their international programs and operations; enhance developing country national adaptation planning and implementation; accelerate the flow of and access to finance; support the efforts of Indigenous Peoples, other racially and ethnically underserved communities, women, youth, and both marginalized and front-line communities and populations; and propel regional, sectoral, and global efforts to enhance climate adaptation.

Promote A Just Transition: The Paris Agreement recognized the importance of aligning the interests of workers and communities so the path to decarbonization provides fair incomes for workers and better prospects for communities. The Department of State and USAID will consider the indirect and often complex social and inequality impacts of climate mitigation and adaptation policies.

Performance Goal Statement 1.2.1: Climate Change (Joint Agency Priority Goal)

Combat global climate change by advancing climate-resilient, net zero emissions development around the world. Adaptation: By September 30, 2023, the United States establishes or strengthens collaboration with 75 countries resulting in the development and implementation of National Adaptation Plans (NAPs) or other national adaptation planning documents, including those that may be reflected in Nationally Determined Contributions (NDCs) or other adaptation communications, to increase adaptive capacity, enhance resilience, and reduce vulnerability to climate change by 2030. Mitigation: By September 30, 2023, the United States establishes or strengthens collaborations with 27 countries that will result in support for enhanced implementation of at least 24 NDCs and/or net zero emission strategies. Reporting: By September 30, 2023, the United States has provided technical, financial, and diplomatic support to 30 countries to enhance the institutional frameworks and capacity in order to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

Strategic Objective 1.3: Reinvigorate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Humanitarian Assistance

Strategies for Achieving the Objective

Partner Engagement and Diplomacy: The Department of State and USAID will work through multilateral systems to build global partnerships and to ensure compliance with international norms and standards and foster improved coordination among humanitarian actors and stakeholders. Additionally, both agencies will promote best practices in humanitarian response and advance reforms that improve the efficiency and effectiveness of aid.

Leverage Research: The Department of State will support effective humanitarian diplomacy by using research insights to inform communications with strategically important foreign audiences, using content and messaging strategies that achieve diplomatic objectives.

Collaborate with Donor and Host Countries: The Department of State and USAID will work with donors and host countries to identify solutions to displacement, protect people at risk, encourage relief-development coherence, promote disaster risk reduction, and foster resilience. Both agencies will give particular attention to mitigating gender-based violence, sexual exploitation, and abuse in emergency contexts.

Performance Goal Statement 1.3.1: Humanitarian Assistance (State)

By September 30, 2026, U.S. government assistance provides refugees, stateless persons, asylum seekers and others experiencing forced displacement, measurable increases in physical well-being, from the baseline established for FY 2022, in line with the Global Compact on Refugees and relevant guidelines.

Key Performance Indicators

Indicator 1.3.1.1: Percent of refugee-hosting countries that allow refugees access to national primary health care facilities (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	100	100
Result	N/A	N/A	N/A	N/A	96	–	–

Performance Goal Statement 1.3.2: Humanitarian Assistance (USAID)

By September 30, 2026, the United States responds quickly to U.S. government-declared international disasters, supporting a rapid and effective response to new onset disasters.

Key Performance Indicators

Indicator 1.3.2.1: Percent of disaster declaration cables responded to within 72 hours (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	95	95	95	95	95	95
Result	100	89	95	91	74	–	–

Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Conflict and Stabilization Operations; Bureau of Arms Control, Verification and Compliance; Bureau of International Security and Nonproliferation; and Bureau of Political-Military Affairs
USAID	Bureau for Conflict Prevention and Stabilization

Strategies for Achieving the Objective

Modernize alliances and invest in international institutions: The Department of State and USAID will continue to reinvigorate U.S. leadership of the multilateral system by providing forward-looking, values-based leadership to address global challenges, advance shared interests, and deter common threats.

Address Shared Security Challenges: The Department of State and USAID will support security sector governance, law enforcement, and criminal justice capacity-building and accountability. Both agencies will lead efforts to formulate, negotiate, sustain, verify, and promote compliance with arms control, nonproliferation, disarmament agreements and commitments, and international drug control treaties. These efforts will deter insurgents and terrorists from establishing themselves, prevent the corrupt diversion of arms, minimize the impact of transnational organized crime, promote stability while promoting accountability and a rules-based international environment, and enable local civilian leaders to exert authority over their forces in pursuit of joint security interests.

Break Cycles of Violence: The Department of State and USAID will lead an integrated U.S. government response to address conflict and fragility which will aim to elevate prevention, address the political drivers of fragility, and support locally driven solutions to instability, guided by the Global Fragility Act of 2019 and the U.S. Strategy to Prevent Conflict and Promote Stability; the Women, Peace, and Security Act of 2017 and U.S. Strategy on Women, Peace, and Security; and the Elie Wiesel Genocide and Atrocities Prevention Act of 2018. U.S. efforts will lead with diplomatic engagement, supported by building the core capacities of key partners and stakeholders to prevent, mitigate, and respond to conflict and insecurity, including via support for peacebuilding and

reconciliation, countering violent extremism, atrocity prevention; effective civil-military cooperation; and ensure the unique protection needs, meaningful participation, and leadership of women, youth, persons with disabilities, individuals from marginalized racial, ethnic, indigenous, and religious communities, and LGBTQI+ persons in building peace and security.

Strengthen Security Cooperation: The Department of State will strengthen defense, deepen security and law enforcement cooperation with allies and partners, enable citizen security, and reinforce commitment to the rule of law and respect for human rights through international cooperation and collective action. The Department will revitalize its approach to emerging security challenges and lead, along with our allies and partners, in addressing emerging security threats, such as bolstering security in outer space and countering malign cyber activities.

Performance Goal Statement 1.4.1: Improved Peace and Security through Partnerships (Joint)

By September 30, 2026, build the capacity of at least five priority countries or regions aligned with U.S. national interests, to prevent and resolve conflict and violence, address fragility, and promote stability.

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
1.4.1.1	Partnerships established in at least one priority country under the U.S. Strategy to Prevent Conflict and Promote Stability (SPCPS) (Joint)	FY 2022 Q4
1.4.1.2	Partnerships established in 3 or more of SPCPS countries (Joint)	FY 2023 Q4
1.4.1.3	Partnerships established in all SPCPS countries (SPCPS partnerships meet 20% of partnership outcome targets in one or more SPCPS country) (Joint)	FY 2024 Q4
1.4.1.4	SPCPS partnerships meet over 30% of partnership outcome targets in majority of SPCPS countries (Joint)	FY 2025 Q4
1.4.1.5	SPCPS partnerships meet over 50% of partnership outcome targets in majority SPCPS countries, or partnership agreements are revised or ended (Joint)	FY 2026 Q4

Performance Goal Statement 1.4.2: Promote a Stable Cyberspace (State)

By September 30, 2026, sustain and enhance international cooperation to promote the U.S. vision of an open, interoperable, reliable, and secure internet and a stable cyberspace; and strengthen the capacity of the United States and partner nations to detect, deter, mitigate, and respond to international cyber threats and incidents.

Key Performance Indicators

Indicator 1.4.2.1: The number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues which show demonstrable progress. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	89	105	121	118	124	121
Result	86	126	111	132	145	–	–

Indicator 1.4.2.2: The number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	30	79	125	95	111	95
Result	0	148	141	300	163	–	–

Strategic Objective 1.5: Enhance foreign publics’ understanding of and support for the values and policies of the United States. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Under Secretary for Public Diplomacy and Public Affairs
USAID	Bureau for Legislative and Public Affairs

Strategies for Achieving the Objective

Build Networks of Champions: The Department of State and USAID will build the capacity and networks of individuals, organizations, and states who share and advance democratic values by fostering open and resilient information environments where democracies can thrive; leading the global distribution of accurate information about U.S. policy, development efforts, and shared values; and modernizing their public diplomacy and development outreach capabilities to compete effectively. Both agencies will conduct audience research and analysis, crafting targeted development efforts and public diplomacy initiatives and activities, formulating nuanced messaging, conducting rigorous monitoring and evaluation activities that foster organizational learning, countering mis- and disinformation, and designing programs that bring influential foreign participants into direct contact with American life and values.

Facilitate International Exchanges of Ideas: It is vital that the Department of State and USAID provide opportunities for American citizens to engage directly with their foreign counterparts to build a global network of future leaders who share firsthand positive experiences and personal connections to America's policies, values, and people. The Department and USAID will create crucial opportunities for American citizens—our Nation's greatest resource—to engage directly with their foreign counterparts, build Americans' networks, create economic partnership opportunities for Americans and foreign publics, and promote the growth of global skills and professional opportunities. Both agencies will work to ensure foreign publics are aware of the generosity of the American people to continue to promote American values such as free markets, free press, and democratic ideals.

Foster Facts First: Failing to capture audience attention with accurate, fact-based information in today's congested, competitive information landscape is the paramount risk to any public diplomacy and development outreach effort. The Department of State and USAID will be scrupulous in their use of fact-based information platforms, training programs and strategic communications, so they cannot credibly be accused of engaging in misinformation and disinformation. Lagging access to technology and cultural gaps will continue to impede the mutual benefits long associated with in-person public diplomacy.

Performance Goal Statement 1.5.1: U.S. Values and Foreign Policy (State)

By September 30, 2026, increase support among foreign publics for U.S. foreign policies and the democratic values at the heart of the American way of life.

Key Performance Indicators

Indicator 1.5.1.1: Percent of foreign participants indicating an increase in understanding of United States culture and values. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	87%	90%
Result	N/A	N/A	N/A	N/A	88%	–	–

Indicator 1.5.1.2: Percent of target audience members surveyed who demonstrate increased support for U.S. values and foreign policy (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	47%	48%
Result	N/A	N/A	N/A	N/A	46%	–	–

Indicator 1.5.1.3: Percent of foreign exchange program participants who volunteer in their host communities. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	90%	93%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
1.5.1.4	Perform annual evaluations for at least two policy priority initiatives, programs, or campaigns to assess the extent to which they are achieving their stated goals. (State)	FY 2023 Q4

Performance Goal Statement 1.5.2: Strengthen Relationships (Joint)

By September 30, 2026, establish or strengthen relationships between American people and foreign publics, as well as American and foreign institutions or groups of institutions to increase alliances at all levels of interaction.

Key Performance Indicators

Indicator 1.5.2.1: Increase the capacity to conduct audience-focused research and program development among State. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	25%	35%
Result	N/A	N/A	N/A	N/A	N/A	-	-

Indicator 1.5.2.2: Number of State Department posts and USAID Missions that have completed training specifically on audience research, analysis, and segmentation. (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	State: 20 USAID: 45	State: 35 USAID: 45
Result	N/A	N/A	N/A	N/A	N/A	-	-

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
1.5.2.3	By 2024, achieve 100 percent deployment of the Contact Relationship Management tool to State Department overseas posts. (State)	FY 2024 Q3

Goal 2: Promote global prosperity and shape an international environment in which the United States can thrive.

Goal Leads

Agency	Bureau
State	Under Secretary for Economic Growth, Energy, and Environment
USAID	Bureau for Resilience and Food Security

Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Economic and Business Affairs
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Maintain a Competitive and Innovative Edge: The Department of State and USAID will conduct U.S. foreign and international economic policy with the welfare of the American people in mind by linking U.S. domestic and foreign economic policy through our trade partnerships, investments in research and development, and intellectual property protections. The U.S. will maintain its competitive and innovative edge by championing strategic and standards-setting policies internationally and expanding opportunities in critical and emerging technologies at home and abroad. We will work to strengthen transparency and accountability of economies; revitalize markets for U.S. goods, services, and businesses; promote a fair and rules-based system; and create jobs at home.

Advance a Foreign Policy for the Middle Class: The Department and USAID will utilize diplomatic and foreign policy tools to protect, advance, and accelerate U.S. domestic renewal. Underpinned by an updated approach to international economic policy that focuses on creating opportunities for all Americans, both agencies will prioritize in U.S. bilateral and multilateral relationships the

issues that would level the playing field and advance the well-being of the middle class, including enforcement of labor and environmental trade standards, intellectual property protections, illegal subsidies, currency manipulation, international tax policies, legal and regulatory reforms, and anti-trust laws. The Department will elevate and expand labor diplomacy and engage a broader range of U.S. stakeholders on the global issues that impact them at home.

Invest in High-Standard Infrastructure: The Department and USAID will support the “Build Back Better World” initiative that the United States is undertaking with G7 partners to meet infrastructure needs in low- and middle-income countries, particularly in the areas of climate, health, digital technology, and gender equity. Through this initiative, the Department and USAID will help enable partners to build the infrastructure necessary for modern society while raising labor and environmental standards, promoting transparency and anti-corruption, and ensuring American firms and workers compete globally on every aspect of infrastructure.

Performance Goal Statement 2.1.1: International Economic Leadership (Joint)

By September 30, 2026, demonstrate support for U.S. exports and related economic policy priorities through progress concerning standards-related barriers to trade reported through international organizations.

Key Performance Indicators

Indicator 2.1.1.1: Number of notifications of new or changed Technical Barrier to Trade measures submitted to the World Trade Organization by Developing and Emerging Economies (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	1451	1516
Result	1116	1195	1309	1241	1418	–	–

Performance Goal Statement 2.1.2: Global Economic Partnerships (State)

By September 30, 2026, preference for the U.S. as an economic partner increases by 10 percent over the baseline of 39 percent.

Key Performance Indicators

Indicator 2.1.2.1: Percentage of surveyed individuals who indicate a preference for the U.S. as an economic partner (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	40%	41%
Result	N/A	N/A	N/A	N/A	39%	-	-

Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs and Bureau of Economic and Business Affairs
USAID	Bureau for Resilience and Food Security

Strategies for Achieving the Objective

Broaden Policy and Program Reach: The Department and USAID will support inclusive and sustainable global economic growth and invest in policies and programs that support workers, families, and middle-class livelihoods around the world. Both agencies will support the full and empowered participation and prosperity of the world’s most marginalized peoples and small and medium enterprises, and promote economic ecosystems based on transparency, efficiency, and the rule of law.

Build Local Capacity: The Department of State and USAID will build local capacities to support and propel inclusive growth, and to tackle local problems with local ingenuity and solutions. Both agencies will mobilize public and private sector actors to improve the enabling environment and informal norms, leveraging the business case for these changes.

Bolster Multilateral Economic Leadership: The Department of State and USAID will also re-establish U.S. leadership in multilateral processes, multi-stakeholder partnerships, and international agreements that support both economic growth and the inclusive and sustainable governance and management of land and natural resources. They will promote the use and uptake of U.S. innovations in green and blue technology and develop solutions that enable climate change adaptation and mitigation, protect and restore natural systems, and safeguard global health security while simultaneously supporting growing economies and household incomes. The Department and USAID will strengthen U.S. leadership in international fora through concerted effort to elect leaders and place experts in multilateral and international organizations, particularly in technical bodies charged with standards- and rules-setting responsibilities.

Performance Goal Statement 2.2.1: Sales by Farms and Firms in Agriculture and Food System (USAID Agency Priority Goal)

Facilitate inclusive, resilient growth in the agriculture and food system to sustainably reduce poverty, food insecurity, and malnutrition. By September 30, 2023, annual sales by assisted farms and firms in the agriculture and food system will exceed the pre-pandemic level of \$3 billion.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

Performance Goal Statement 2.2.2: Economic Benefits from Natural Resource Management and Conservation (Joint)

By September 30, 2026, on average, more than 600,000 people annually will derive economic benefits from sustainably managing natural resources or conserving biodiversity.

Key Performance Indicators

Indicator 2.2.2.1: Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance (Joint - Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	State: 150	State: 150	State: 150	State: 100	State: 100	State: 700	State: 1,300
	USAID:	USAID:	USAID:	USAID:	USAID:	USAID:	USAID:
	415,120	544,872	884,613	524,558	599,900	694,943	752,071
	Total:	Total:	Total:	Total:	Total:	Total:	Total:
	415,270	545,022	884,763	524,658	600,000	695,643	753,371
Result ⁵	State: 309	State: 212	State: 0	State: 475	State: 644		
	USAID:	USAID:	USAID:	USAID:	USAID:		
	610,256	593,397	649,401	511,490	827,212	-	-
	Total:	Total:	Total:	Total:	Total:		
	610,565	593,609	649,401	511,965	827,856 ⁶		

Performance Goal Statement 2.2.3: Inclusive and Sustainable Economic Growth (State)

By September 30, 2026, U.S. leadership in multilateral and bilateral discussions and negotiations will result in implementation of laws, policies, and regulations that achieve inclusive and sustainable economic gains.

Key Performance Indicators

Indicator 2.2.3.1: Number of laws, policies, or regulations that address environmental quality, biodiversity conservation, and/or other environmental themes that are implemented as a result of U.S. engagement and assistance (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	400	500
Result	N/A	N/A	N/A	N/A	238 ⁷	-	-

⁵ Prior year results may have been updated from prior APP/APRs to reflect final data.

⁶ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

⁷ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Office of the Science and Technology Advisor; Bureau of Economic and Business Affairs; Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Energy Resources; Bureau of Cyberspace and Digital Policy; and Bureau of Arms Control, Verification and Compliance
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Strengthen Global Leadership and Alliances: With the support of Congress, the Department of State will establish a new bureau for cyberspace and digital policy headed by an ambassador-at-large and name a new special envoy for critical and emerging technology to coordinate international cyber and digital policy. The Department of State and USAID will work to strengthen and expand the networks of countries, companies, civil society organizations, and higher education institutions united by a determination to use technology in a way that serves all people, protects U.S. interests, enhances our national security, and upholds our democratic values. The Department of State and USAID will continue to promote U.S. leadership and support the participation of likeminded partners in international fora, including standards-setting bodies, and in the responsible development, deployment, and governance of technology.

Bolster U.S. and Allied Industry and Infrastructure: The Department and USAID will coordinate efforts to promote reliable and responsible supply chains from diverse sources, with a special focus on diversifying supply chains in key sectors, including semiconductors, critical minerals, and batteries, and protect intellectual property. The Department and USAID will work with allies, partner countries, and companies to promote an open, interoperable, reliable, and secure internet; protect their communications and information infrastructure from disruption; and responsibly advance emerging network infrastructure technologies.

Harness and Protect Technology and Innovation: The Department of State and USAID will work closely with allies and partners to harness critical and emerging technologies to promote U.S. national security and address the challenges of this century. Both agencies will mobilize to address attacks on their physical and digital infrastructure, enterprises, and citizens and they will work to support allies and likeminded partners to oppose similar attacks. The Department and USAID will support the development of institutional capacity, policy reforms, and human capital. These are critical to drive technological innovation that is durable over the long term, protects human rights and dignity, delivers services for communities, and creates an enabling environment to catalyze private sector investment. USAID has recently established the Chief Digital Development Officer, who will lead on the implementation of the Agency’s Digital Strategy. Meanwhile, the Department is establishing a new Bureau of Cyberspace and Digital Policy and a new Special Envoy for Critical and Emerging Technology. The Department will use its newly established Regional Technology Officer Program, to assess trends and develop networks among academia, research labs, start-ups, and government agencies in order to coordinate with Embassy colleagues, liaise with the Washington-based interagency, participate in policy development, and engage persuasively in these bodies.

Performance Goal Statement 2.3.1: Strengthen U.S. Leadership and Competitiveness in Technology (Joint)

By September 30, 2026, strengthen and expand our international partnerships and alliances to help drive American innovation and support responsible innovation by like-minded partners while protecting U.S. technology through existing export control regimes and bilateral arrangements.

Key Performance Indicators

Indicator 2.3.1.1: Number of partnerships, alliances, and dialogues on science and technology. (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	State: 37 USAID: 14	State: 38 USAID: 15
Result	N/A	N/A	N/A	N/A	State: 36 USAID: 13	–	–

Performance Goal Statement 2.3.2: Leverage Technology to Improve Lives Around the World (Joint)

By September 30, 2026, drive the responsible development, deployment, use, and governance of rigorous scientific research and trustworthy technologies, and secure U.S. innovation against theft, abuse, misuse, and accidents.

Key Performance Indicators

Indicator 2.3.2.1: Average internet freedom score of countries in the Freedom on the Net report. (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	54	55
Result	N/A	N/A	N/A	N/A	52.7	-	-

Strategic Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Oceans and International Environmental and Scientific Affairs; Bureau of Economic and Business Affairs; and Office of the Chief Economist
USAID	Bureau for Resilience and Food Security

Strategies for Achieving the Objective

Build Capacity to Anticipate and Prevent Shocks: The Department of State and USAID will invest in building the capacity of people, groups, and systems to manage and address the dynamic challenges of today’s global environmental, economic and technology systems, and in more resilient communities. They will build and support local adaptive capacities, and ensure that institutions, communities, and systems are both strong and sufficiently supported. The Department and USAID will prioritize systems for identifying political, economic, environmental, or technological shocks or disruptions at their earliest stages. Where possible, the Department and USAID will mobilize resources to address potentially global disturbances at their source, where they may be addressed at relatively low cost, or before they threaten the American public or its allies and partners.

Secure critical supply chains, data, and infrastructure: The Department of State and USAID will address U.S. vulnerabilities by countering threats to critical U.S. data and infrastructure and encouraging diversified supply chains through support for on-shoring, near-shoring, and friend-shoring opportunities where it makes economic sense and can strengthen ties with likeminded partners. The Department and USAID will foster a dynamic and resilient innovation ecosystem to drive new areas of economic activity in products, processes, and services. And both will cultivate productive, creative relationships with the private sector and civil society to leverage their work with partners and allies to encourage global economic growth that is values-driven and sustainable.

Performance Goal Statement 2.4.1: Biologically Significant Areas under Natural Resource Management (Joint)

By September 30, 2026, on average, more than two hundred million hectares of biologically significant areas will be under improved natural resource management annually.

Key Performance Indicators

Indicator 2.4.1.1: Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance (Joint - Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	State: 20M USAID: 77.8M Total: 97.8M	State: 20M USAID: 84.1M Total: 104.1M	State: 20M USAID: 146.3M Total: 166.3M	State: 89M USAID: 98.8M Total: 187.8M	State: 90M USAID: 110M Total: 200M	State: 89.6M USAID: 78.9M Total: 168.5M	State: 90.4M USAID: 56.2M Total: 146.6M
Result	State: 24.1M USAID: 85.3M Total: 109.4M	State: 96.9M USAID: 109.8M Total: 206.7M	State: 88.8M USAID: 208.8M Total: 297.7M	State: 88.9M USAID: 107.2M Total: 196.1M	State: 89.1M USAID: 133.4M Total: 222.5M ⁸	-	-

⁸ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Performance Goal Statement 2.4.2: Cultivated Area with Climate Adaptation (USAID)

By September 30, 2026, more than 2.5 million cultivated hectares will be under improved climate adaptation practices.

Key Performance Indicators

Indicator 2.4.2.1: Hectares of cultivated land under improved climate adaptation practices or technologies with USG assistance (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	1M	1.4M	893K	1.3M	1.4M	1.1M	88K
Result	2.5M	2.5M	1.1M	1.2M	1.5M ⁹	–	–

⁹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Goal 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.

Goal Leads

Agency	Bureau
State	Under Secretary for Civilian Security, Democracy, and Human Rights
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Democracy, Human Rights, and Labor
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Demonstrate Democracy Delivers: The Department of State and USAID will help partner nations demonstrate that democracy can deliver for people around the world and at home. Both agencies will elevate diplomatic engagement and foreign assistance to protect and promote democratic values and alliances, competitive political processes, resilient and open information environments, technology that respects democracy and human rights, and responsive and accountable institutions that deliver for citizens. The Department of State and USAID will provide technical and material assistance to nascent institutions, local organizations, and activists working to revitalize democracy around the world.

Employ Collective Strength: The Department of State and USAID will continue to build alliances based on shared democratic values with likeminded partners and will use all opportunities to pool the collective strength of U.S. allies and partners in multilateral fora to promote democratic values, accountability, and equal rights for all. Both agencies will also focus on supporting key areas for

strengthening democratic values and institutions at the bilateral level. For example, information integrity and countering disinformation and propaganda; election integrity and competitive political processes are all foundational to democratic legitimacy. U.S. diplomatic engagement and foreign assistance will support democratic political party development, bolster democratic political leadership, and improve election administration and oversight. Additionally, to maintain a resilient and open information environment worldwide, the Department of State and USAID will continue to support interventions to counter disinformation/propaganda; protect the safety of journalists, the operation of independent media outlets, the integrity of the journalistic process, democratic and human rights principles across the digital realm; and the protection of accessible and free Internet.

Crucially, the Department of State and USAID will seek to build accountable and inclusive institutions, including in the security and justice sectors, by engaging with civil society partners. Both agencies will also work with willing and credible partners to build capacity.

The Department of State will embrace international cooperation and multi-stakeholder diplomacy by reengaging the United Nations Human Rights Council, a key multilateral forum for furthering democracy and human rights protection. The Department will use this and other opportunities to pool the collective strength of our allies and partners in multilateral fora to promote information integrity, democratic values, accountability, and equal rights for all.

Performance Goal Statement 3.1.1: Demand for Democracy (Joint)

By September 30, 2026, State and USAID will see a 5 percent gain in citizen confidence in and demand for democracy, including functioning institutions that respect open and competitive political processes, more resilient and legitimate civil society organizations, enhanced media and digital literacy, enhanced ability to counter disinformation and propaganda, and more inclusive civic engagement in countries where they operate as measured by the V-dem liberal democracy index. This will be reinforced by the Presidential Initiative for Democratic Renewal launched at the 2021 Summit for Democracy and by commitments to protect and promote democracy made by participating countries and donors at the Summit.

Key Performance Indicators

Indicator 3.1.1.1: Number of USG-assisted consensus-building processes¹⁰ resulting in an agreement (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	State: 20 USAID: 30 Total: 50	State: 21 USAID: 32 Total: 53
Result	N/A	N/A	N/A	129	34 ¹¹	–	–

Indicator 3.1.1.2: Percent of U.S. government public diplomacy program participants with a measured increase in ability to identify disinformation (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	80	83
Result	N/A	N/A	N/A	N/A	N/A	–	–

Performance Goal Statement 3.1.2: Democracies that Deliver (Joint)

By September 30, 2026, there is a 3 percent gain in the total number of countries where citizens are able to use the executive, legislative, and/or judicial tools of democracy to meet their basic needs.

¹⁰ Consensus-building processes include: national, sub-national, and local dialogues, as well as referenda, and peace processes. Agreements can take the form of interim or final plans of action, constitutions, constitutional amendments, draft legislation, legislation on electoral frameworks issues, statutes, regulations, or peace agreements.

¹¹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Key Performance Indicators

Indicator 3.1.2.1: Fairness and Access to Justice: Number of USG-assisted courts with improved case management systems (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	State: 125 USAID: 225 Total: 350	State: 130 USAID: 235 Total: 365
Result	N/A	N/A	N/A	339	703 ¹²	–	–

Performance Goal Statement 3.1.3: Democracy and Governance (USAID Agency Priority Goal)

USAID will seek to increase democratic demand in countries experiencing democratic openings. By September 30, 2023, more effective USAID programming will contribute to a 5 percent increase in the V-Dem Civil Society Participation Index in these target countries.¹³

APG performance indicators and milestones will be published on performance.gov.

Strategic Objective 3.2: Advance equity, accessibility, and rights for all. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Secretary’s Office of Global Women’s Issues
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Advance Accountable, Equitable, and Inclusive Outcomes: Advancing human rights and putting the United States’ democratic values into practice requires real partnerships with groups that face vulnerabilities. This includes inviting their inputs and perspectives

¹² Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

¹³ Target country list includes 10-12 such countries with recent democratic openings, and is available on performance.gov.

to help shape the design, implementation, and monitoring of the U.S. government's work and to help hold the U.S. accountable for equitable and inclusive outcomes. The U.S. government will partner with host country governments, civil society, and communities to ensure that the voices of marginalized populations are considered in the development of policies that might affect them, while promoting healthy interaction and dialogue. In addition, the U.S. government will work with governments, civil society, the private sector, local actors including marginalized populations, and the international community to prevent human rights abuses, protect human rights defenders, and respond to human rights abuses/violations, including mass atrocities. Respect for human rights promotes fundamental democratic values and helps create a more secure, stable, and prosperous world for all.

Support Marginalized Peoples: The Department of State and USAID will further equity, inclusion, accessibility, support for human rights, and resilience of marginalized peoples, including individuals from marginalized racial, ethnic, indigenous, and religious communities, persons with disabilities, LGBTQI+ individuals, women, and older persons, by improving and adapting policy, public diplomacy, foreign assistance, and humanitarian aid. This will extend to how the Department and USAID engage in strategic planning, policy formulation, budgeting, programming, training, outreach, learning, and reporting. This requires investments in efforts to redress inequities that serve as barriers to equal access and opportunity. This is in addition to ongoing commitments to the International Religious Freedom Act of 1998, the Convention on the Rights of Persons with Disabilities, and the Americans with Disability Act.

Additionally, USAID intends to strengthen implementation of its nondiscrimination policy for beneficiaries to ensure that staff and contract and grant recipients do not discriminate against any beneficiary in the management or implementation of a program.

Performance Goal Statement 3.2.1: Human Rights (Joint)

By September 30, 2026, enhance respect for human rights of all, with a particular focus on the challenges and realities of the most marginalized populations by preventing human rights abuses, protecting human rights defenders, and responding to human rights violations.

Key Performance Indicators

Indicator 3.2.1.1: Number of standalone and/or integrated human rights programs/interventions that seek to prevent human rights abuses, protect human rights defenders and respond to human rights abuses, with special focus on the most marginalized populations (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	State: 20 USAID: 20	State: 35 USAID: 35
Result	N/A	N/A	N/A	N/A	N/A	–	–

Indicator 3.2.1.2: Number of USG supported national human rights commissions and other independent state institutions charged by law with protecting and promoting human rights that actively pursued allegations of human rights abuses during the year (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	55 ¹⁴	70
Result	N/A	N/A	N/A	N/A	N/A	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
3.2.1.3	Develop an assessment framework for human rights focusing particularly on marginalized communities, to assess human right protection and response, develop tools to conduct the human rights assessment using the framework, and create strategic or programmatic guidance based on the assessment data to guide the development of either stand-alone or integrated human rights programming. Milestone deliverable would be a Guidance or How-to document with framework, tools and programmatic guidance. (State)	FY 2023 Q4

¹⁴ Data collection for this indicator was still in progress at time of publication. The FY 2022 target and FY 2023 target represent incomplete data. The updated FY 2023 target will be included in the FY 2022 APR.

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
3.2.1.4	Develop an assessment framework for human rights focusing particularly on marginalized communities, to assess human right protection and response, develop tools to conduct the human rights assessment using the framework, and create strategic or programmatic guidance based on the assessment data to guide the development of either stand-alone or integrated human rights programming. Milestone deliverable would be a Guidance or How-to document with framework, tools and programmatic guidance. (USAID)	FY 2023 Q4
3.2.1.5	Create and adopt an approach, including tools and guidance, for State to more proactively collaborate with communities, governments, multilateral forums, and civil society to enhance respect for human rights by jointly identifying challenges, creating approaches, and iterating solutions through partnership, respect and accessibility. (State)	FY 2024 Q4
3.2.1.6	Create and adopt an approach, including tools and guidance, for USAID to more proactively collaborate with communities, governments, multilateral forums, and civil society to enhance respect for human rights by jointly identifying challenges, creating approaches, and iterating solutions through partnership, respect and accessibility. (USAID)	FY 2024 Q4

Performance Goal Statement 3.2.2: Equity and Inclusion (Joint)

By September 30, 2026, increase U.S. government actions across diplomacy and foreign assistance to advance the accessibility, equity, and inclusion of marginalized populations in decision-making spaces, government service delivery, and at multilateral/regional forums.

Key Performance Indicators

Indicator 3.2.2.1: Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level (Joint – Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	33	65	46	67	65	State: 3 USAID: 67 Total: 70	State: 5 USAID: 70 Total: 75
Result	28	57	60	84	36 ¹⁵	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
3.2.2.2	Development of additional joint State and USAID inclusive partnership indicators for Foreign Assistance and Diplomatic Engagement - as they contribute to existing strategies (such as GFA, WPS, etc.) (Joint)	FY 2022 Q4

Performance Goal Statement 3.2.3: Equity Across Foreign Affairs Work (State Agency Priority Goal)

Advance equity and support for underserved communities in the development and conduct of foreign policy. By September 30, 2023, the Department will build an institution-wide equity infrastructure by developing assessment tools and establishing country-specific baselines, measurements, and reporting mechanisms for the Department.

APG performance indicators and milestones will be published on performance.gov.

¹⁵ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Performance Goal Statement 3.2.4: Diversity, Equity, Inclusion, and Accessibility in USAID Programs (USAID Agency Priority Goal)

Increase equitable outcomes with USAID partners¹⁶ globally. By September 2023, USAID will conduct inclusive development analyses and assessments in six additional Missions, and 100 percent of USAID Missions will have an Inclusive Development Champion¹⁷ to inform program design as USAID implements the five actions prioritized in USAID's Equity Action Plan.

APG performance indicators and milestones will be published on performance.gov.

Strategic Objective 3.3: Prevent, expose, and reduce corruption. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of International Narcotics and Law Enforcement Affairs
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

The Department of State and USAID, often in partnership with other U.S. government agencies, set international standards and leverage multilateral fora and compliance processes. In addition to pressing for action through bilateral diplomacy and public messaging – including public reporting – the Department and USAID apply foreign assistance to build partner will and capacity. These efforts enhance the impact of U.S. enforcement and deterrence measures and foster international legal cooperation.

Lead International Efforts: The Department of State is renewing U.S. leadership in anti-corruption fora, reinforcing the prioritization of combating corruption at major political groupings such as the G7 and G20, and strengthening implementation of treaty obligations and international standards for preventative measures and enforcement. The Department also works to promote

¹⁶ Including implementing partners

¹⁷ Inclusive Development Champions include Inclusive Development Advisors or other Mission points of contact responsible for overseeing inclusive development in program design.

measures against illicit financing, combat foreign bribery, and deny safe havens for corrupt actors by implementing sanctions and visa restrictions. The Department is working with international partners to enact similar enforcement and deterrence measures.

Root Out Corruption: The Department of State and USAID seek to systematically enhance the long-term and sustainable capacity of countries to build good governance and to prevent, detect, mitigate, and sanction. The Department and USAID balance support to civil society and media to serve as watchdogs and expose corruption, with the equally critical work of enhancing the effectiveness, independence, and accountability of public sector actors and institutions. USAID’s programs also seek to build anti-corruption safeguards across the climate, health, education, economic growth, biodiversity, humanitarian response, and post-conflict sectors to ensure public resources are used for human development outcomes. U.S. foreign assistance will also promote comprehensive strategies that enhance partner nations’ ability to detect, investigate, and prosecute corruption and related financial crimes at all levels. Emphasis will be placed on curbing transnational corruption, corruption that undermines the functioning or legitimacy of democracy, and corruption that directly impacts the United States and its citizens.

Performance Goal Statement 3.3.1: Anticorruption Enforcement and Accountability Initiatives (State)

By September 30, 2026, priority countries will adopt, or improve through amendment, a combined total of 20 anticorruption initiatives of the following types to improve enforcement and accountability mechanisms both within each priority country and in their international engagement on corruption issues: Whistle-Blower Protections, Non-Conviction Based Forfeiture, Foreign Corruption Accountability Tools, Beneficial Ownership, Foreign Bribery.

Key Performance Indicators

Indicator 3.3.1.1: Number of anticorruption initiatives adopted in priority countries (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	4	4
Result	N/A	N/A	N/A	N/A	N/A	–	–

Performance Goal Statement 3.3.2: Prevention, Detection, and Oversight of Corruption (USAID)

By September 30, 2026, partner countries will have stronger prevention, detection, and/or oversight of corruption, including transnational corruption, due to empowered and protected government reformers and civic change agents, whose work leads to the adoption, improvement, or implementation of a combined total of 350 measures, processes, and/or initiatives focused on: Procurement and Contract Transparency Requirements and Processes, Asset Declaration Systems, Open Government Processes and Mechanism, Independent Audit and Oversight (including Legislative) Requirements and Processes, and Tax and Budget Transparency.

Key Performance Indicators

Indicator 3.3.2.1: Number of anti-corruption measures adopted or implemented due to U.S. Government assistance, to include laws, policies, and procedures. (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	70	70
Result	N/A	N/A	N/A	N/A	127 ¹⁸	–	–

Strategic Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Population, Refugees, and Migration
USAID	Bureau for Latin America and the Caribbean

¹⁸ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Strategies for Achieving the Objective

Focus on Economic Insecurity and Inequality: The Department of State and USAID will work to address economic insecurity and inequality in migrant source countries. This will be done by fostering a business environment that is free of corruption and that enables inclusive economic growth, with a particular focus on integrating women and girls – in all their diversity, securing land and property rights, increasing and diversifying trade, and enhancing workforce development, health, education, democratic governance, and protection of human rights. Both agencies will support governments in efforts to counter and prevent violence, extortion, and other crimes perpetrated by criminal gangs, trafficking networks, and other organized criminal organizations. Programming will combat sexual, gender-based, and domestic violence and target populations with acute needs.

The Department and USAID will engage with such governments, through bilateral discussions, regional cooperation, and multilateral fora, to increase refugee resettlement, reintegrate migrants, expand lawful pathways for migration, and offer protections for vulnerable migrants.

Strengthen Safety and Security: The Department and USAID will seek to strengthen the safety, security, and access to basic services by citizens throughout northern Central America so that individuals have access to protection and services within their countries of origin or in the region. Work will also support safe and secure third-country labor migration programs, as well as support for the reception and reintegration of returned migrants or internally displaced persons to allow them to safely return home with dignity. The Department of State will increase support for humane and effective border practices that enable regional governments to regulate the movement of people into and out of their territory and respond to large-scale migration events. The Department of State will also collaborate to expand existing lawful pathways for protection and family reunification in the United States.

Performance Goal Statement 3.4.1: Refugee Resettlement (State)

By September 30, 2026, demonstrate U.S. leadership on refugee resettlement by meeting 100 percent of the regional refugee admissions allocations established by Presidential Determination¹⁹.

¹⁹ The President in accordance with section 207 of the Immigration and Nationality Act and after appropriate consultations with the Congress authorizes the total number of refugees that can come to the United States in a given fiscal year.

Key Performance Indicators

Indicator 3.4.1.1: Percentage of refugees admitted to the United States against the regional allocations established by the Presidential Determination (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	100%	100%	100%	100%	100%	100%	100%
Result	107%	50%	100%	66%	18%	–	–

Performance Goal Statement 3.4.2: Root Causes of Migration (Joint)

By September 30, 2026, community violence and economic opportunity will improve from 2020 levels to discourage irregular migration to the United States.

Key Performance Indicators

Indicator 3.4.2.1: Number of jobs associated with Root Causes Strategy implementation (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	30,000	40,000
Result	28,736	18,138	30,874	40,616	71,617	–	–

Indicator 3.4.2.2: Number of youth in Central America accessing violence prevention services (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	90,000	120,000
Result	N/A	N/A	N/A	N/A	N/A	–	–

Indicator 3.4.2.3: Percent of respondents surveyed who say they are unlikely to migrate in the next six months (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	Honduras: 52% Guatemala: 63% El Salvador: 63%	Honduras: 53% Guatemala: 64% El Salvador: 64%
Result	N/A	N/A	N/A	N/A	Honduras: 51% Guatemala: 62% El Salvador: 62%	–	–

Strategic Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups. (USAID)

Strategic Objective Leads

Agency	Bureau
USAID	Bureau for Development, Democracy, and Innovation

Strategies for Achieving the Objective

Invest in Local Capacity: The Department of State and USAID are committed to locally driven, sustainable development that yields strengthened, inclusive, and equitable service delivery systems. Investments in local capacity strengthening will be critical to achieving sustained improvements in essential health, water, sanitation, and hygiene (WASH), food and nutrition, education, and livelihood support services and systems. As stated in the U.S. Global Food Security Strategy, efforts will include capacity strengthening of local organizations, individuals, and communities to develop the skills and agency necessary to shape their systems. Collaboration and coordination with partner governments, local civil society partners, target beneficiaries, bilateral donors, multilateral organizations, the private sector, and international organizations will be key to achieving results, optimizing resource allocation, and effectively responding to crises as they arise. Further, USAID will continue to address the secondary impacts of

COVID-19 by strengthening and capacity development to reduce global poverty, hunger and malnutrition, and learning loss effects of the pandemic while ensuring access to safe water and sanitation for all.

Uplift Marginalized Groups: The Department and USAID are committed to uplifting the rights of the marginalized. Thus, investments will build essential services and systems’ responsiveness to youth, gender, and the needs of marginalized groups by engaging, elevating, and empowering local voices to shape and sustain policies and programs. USAID will continue to advocate for and support the drafting, adoption, and enforcement of legal and regulatory reforms for providing equitable opportunities and services for women, youth, gender and sexual minorities, and marginalized and vulnerable groups. USAID will strive to support prevention and response to gender-based violence, which affects women’s and girls’ ability to be safe, thrive, and succeed.

Performance Goal Statement 3.5.1: Strengthen Health, WASH, Food and Nutrition Services (USAID)

By September 30, 2026, USG programs will improve access to quality health, WASH, food, and nutrition services - especially amongst women, youth, and marginalized groups in 45 countries.

Key Performance Indicators

Indicator 3.5.1.1: Health System Responsiveness through Continuity of Care: Average of the service gaps between a) ANC1 and ANC4²⁰; and b) DPT1/Penta1 and DPT3*/Penta3²¹, in health system strengthening project catchment areas supported by USAID (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	15.76	18.05	15.65	13.94
Result	N/A	N/A	10.00	19.00	22.86 ²²	-	-

²⁰ ANC1 = Total number of pregnant women who received antenatal care at the 1st visit. ANC4 = Total number of pregnant women who received antenatal care 4 times or more.

²¹ DPT1/Penta1 = Total number of children under 24 months of age who received the first dose of the DPT1 vaccination. DPT3/Penta3 = Total number of children under 24 months of age who received the third dose of the DPT3 vaccination.

²² Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Indicator 3.5.1.2: Number of people gaining access to sustainable water services (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	6.1M	5.7M	7.6M	8.6M	5.3M	3.8M	2.5M
Result	3.6M	5.1M	6.5M	3.8M	5.0M ²³	–	–

Indicator 3.5.1.3: Number of children under five (0-59 months) reached with nutrition-specific interventions through USG-supported nutrition activities (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	32.2M	22.3M	28.0M	29.0M	24.1M	23.3M	24.6M
Result	22.9M	33.4M	27.2M	26.7M	29.6M ²⁴	–	–

Performance Goal Statement 3.5.2: Strengthen Educational Outcomes (USAID)

By September 30, 2026, children and youth--including girls and people with disabilities--in 25 countries will experience improved educational outcomes.

Key Performance Indicators

Indicator 3.5.2.1: Percent of individuals with improved soft skills following participation in USG-assisted programs (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	67%	76%	56%	62%
Result	N/A	N/A	78%	81%	72% ²⁵	–	–

²³ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

²⁴ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

²⁵ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Indicator 3.5.2.2: Percent of learners targeted for USG assistance with an increase of at least one proficiency level in reading at the end of grade two (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	42%	10%	26%	22%
Result	N/A	N/A	N/A	0%	24% ²⁶	–	–

Indicator 3.5.2.3: Number of learners with improved access to education through USG-assisted programs (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	50,678	35,554
Result	N/A	N/A	N/A	N/A	14,050 ²⁷	–	–

²⁶ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

²⁷ Data collection for this indicator was still in progress at time of publication. The FY 2021 result, FY 2022 target, and FY 2023 target represent incomplete data. The final FY 2021 result and updated FY 2023 target will be included in the FY 2022 APR.

Goal 4: Revitalize the diplomatic and development workforce and infrastructure.

Goal Leads

Agency	Bureau
State	Under Secretary for Management
USAID	Bureau for Management

Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Global Talent Management and Foreign Service Institute
USAID	Office of Human Capital and Talent Management

Strategies for Achieving the Objective

Build, Retain, and Equip a Dynamic 21st-Century workforce: The Department of State and USAID will promote an agile global workforce through updated recruitment, hiring, and retention practices that ensure both agencies keep pace with the private sector in the competition for talent. This includes building on the lessons learned during the COVID-19 pandemic, leveraging best practices from the public and private sectors to expand workplace flexibilities and virtual work options, better promoting work-life balance, and supporting continued resilience among the workforces. The Department of State and USAID will also work to reduce security clearance processing timelines; improve personnel information systems and customer service; and work closely with Congress to ensure their workforces have the personnel, tools, training, and professional development opportunities to succeed in an increasingly complex geopolitical landscape. The Department of State and USAID will also implement new programs to promote retention, career development, diversity, and institutional knowledge sharing.

Promote Diversity, Equity, Inclusion, and Accessibility: To finally and meaningfully deliver on the promise of workforces that look like the nation they represent, the Department of State and USAID will identify and eliminate barriers to equity, implement

targeted recruitment and retention efforts, and establish provisions for DEIA accountability. The Department of State and USAID will build on their successes in supporting employees with disabilities by promoting enhanced career opportunities and workplace accommodations. Analyzing workforce data and taking actions to address barriers to equity are a priority for both agencies.

Integrate Expertise in Key Areas: Today’s global challenges, from the climate crisis to pandemics to the potential misuse of transformative new technologies, require new skills and expertise to address. The Department of State and USAID will prioritize opening new pathways to service for those with a background in science, technology, engineering and mathematics (STEM) fields, procurement, and information technology (IT), among other areas.

Performance Goal Statement 4.1.1: Customer Satisfaction Score (USAID)

By September 30, 2026, USAID will achieve a score of 4.5 in overall satisfaction with the Human Capital function on USAID’s Customer Satisfaction Survey.

Key Performance Indicators

Indicator 4.1.1.1: Score for the Human Capital function on the Customer Satisfaction Survey (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	4.32	4.3	4.5	4.3	4.5	4.5
Result	4.16	3.91	4.24	3.9	4.2	–	–

Performance Goal Statement 4.1.2: Federal Employee Viewpoint Survey and Career Satisfaction Index Results (Joint)

By September 30, 2026, the Department of State and USAID will enhance training, development, and work-life programs to increase employee engagement, career satisfaction, and retention, as measured by improved Federal Employee Viewpoint Survey (FEVS) scores.

Key Performance Indicators

Indicator 4.1.2.1: FEVS Employee Engagement Index (EEI) Score (Joint - Disaggregated by State and USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	USAID: N/A State: 70	USAID: N/A State: 70	USAID: N/A State: 70	USAID: 81 State: 70	USAID: 83 State: 71	USAID: 83 State: 71
Result	USAID: 77.9 State: 69	USAID: 75.6 State: 68	USAID: 75.7 State: 68	USAID: 78.6 State: 72	USAID: TBD ²⁸ State: 71	–	–

Indicator 4.1.2.2: FEVS-derived Career Satisfaction Index Score (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	58	53	55
Result	55	53	55	57	52	–	–

Indicator 4.1.2.3: FEVS Employee Satisfaction Index (ESI) Score (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	75	80	80
Result	71	68	68	72.7	TBD ²⁹	–	–

²⁸ FEVS data comprehensive of USAID's workforce is not available at the time of this publication. FY 2021 results will be published in the FY 2022 APR.

²⁹ FEVS data comprehensive of USAID's workforce is not available at the time of this publication. FY 2021 results will be published in the FY 2022 APR.

Performance Goal Statement 4.1.3: Diversity, Equity, Inclusion, and Accessibility (Joint Agency Priority Goal)

Expand inclusive and equitable recruitment, hiring, and retention practices that contribute to diverse Department of State and USAID workforces across demographic groups, including groups inequitably represented at the Department and USAID. By September 30, 2023, the Department of State will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 15.3 percent of their workforce, with 2.4 percent of their workforce being persons with targeted disabilities, and USAID will increase recruitment, hiring, and retention to bring the number of employees with disabilities to at least 12 percent of their workforce, with 2 percent of their workforce being persons with targeted disabilities.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Information Resource Management and Office of Management Strategy and Solutions
USAID	Bureau for Management

Strategies for Achieving the Objective

Cultivate a Data Culture: The Department of State and USAID must keep pace with the rapid changes that are occurring in technology and data science. The Department of State and USAID will cultivate a data culture that routinely seeks, values, rationalizes, and uses data for decision-making. Cultivating a data culture globally will strengthen data fluency, enhance collaboration, and improve hiring for the future. The Department and USAID will also accelerate decisions through analytics by providing easy access to agency data assets, modern analytics tools, and customer service to enable their use. Previous efforts to make information available across the enterprise have produced mixed results as malicious actors remain persistent in exploiting technological and social engineering vulnerabilities. To address this challenge, the Department of State and USAID will adopt technology pilots that focus on

data science innovation to rapidly deploy new business capabilities. The Department of State and USAID will adopt more agile processes to deliver value early and incrementally.

Improve IT Governance: Both the Department of State and USAID will enhance enterprise data and IT governance through effective stewardship, policies, process controls, and investment decisions that appropriately value data and IT. In addition, the Department and USAID will establish mission-driven data management to implement and maintain technology solutions to enable the creation, collection, storage, protection, standardization, and sharing of higher-quality statistical, geospatial, and other types of data across bureaus and offices, the interagency, and the public.

Adopt Tech for the 21st Century: The Department of State and USAID will adopt new technologies for collaboration and flexible work, allowing them to build more innovative solutions for customers and promote work-life flexibilities commensurate with 21st century best practices. Both agencies will identify business process efficiencies and areas where technology modernization has enabled greater focus on high-value, mission critical work. The Department and USAID will prioritize cloud capabilities that are mobile-first, device agnostic, highly connected, and readily available across the globe irrespective of the state of host country infrastructure. Both agencies will reduce the number of cloud platform instances by using shared cloud platforms.

Performance Goal Statement 4.2.1: Data Informed Diplomacy (State Agency Priority Goal)

Ensuring that data is a critical instrument of diplomacy, the Department’s global workforce is empowered with the skills and tools to derive actionable mission insights from data, and its data assets are securely shared and effectively managed. By September 30, 2023, in alignment with the eight implementation themes of its first-ever Enterprise Data Strategy, the Department will have doubled workforce training in data analytics, increased the use of enterprise analytics products by 50 percent, increased the number of organizational units leveraging common analytics infrastructure, quadrupled the ingestion of data assets into the Department’s Data Inventory/Data Catalog, and published a modern enterprise data policy.

APG performance indicators and milestones will be published on [performance.gov](https://www.performance.gov).

Performance Goal Statement 4.2.2: Data Informed Development and Humanitarian Assistance (USAID)

By September 30, 2026, USAID will expand its capacity to use advanced analytic solutions such as data science, machine-learning, geospatial, and artificial intelligence tools to improve operations and inform decision-making for development and humanitarian assistance programs.

Key Performance Indicators

Indicator 4.2.2.1: Percent of completed evaluations that address an Agency Learning Agenda question (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	60%	60%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Indicator 4.2.2.2: Number of Operating Units using a geospatial approach for decision-making as a result of GeoCenter assistance (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	25	25
Result	N/A	N/A	N/A	N/A	N/A	–	–

Indicator 4.2.2.3: Number of Operating Units using data literacy training and data management assistance for decision-making as a result of USAID Data Services support (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	13	16 ³⁰
Result	N/A	N/A	7	16	29	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
4.2.2.4	USAID Development Data Commons (DDC) implemented in USAID's network no later than October 1, 2025. (USAID)	FY 2026 Q1

³⁰ This decrease is forecasted as temporary due to contractual transition in FY 2023.

Performance Goal Statement 4.2.3: Innovative IT (State)

By September 30, 2025, the Department will deploy enterprise-wide mobility technologies in a multi-cloud environment secured through zero trust principles.

Key Performance Indicators

Indicator 4.2.3.1: Percentage of new cloud applications deployed that employ approved enterprise cloud infrastructure platforms that leverage available zero trust cyber security principles and controls. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	80%	80%
Result	N/A	N/A	N/A	N/A	N/A	-	-

Indicator 4.2.3.2: Percentage of existing cloud infrastructure platforms brought into compliance with approved enterprise cloud infrastructure standards, including zero trust cyber security principles and controls. (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	40%	40%
Result	N/A	N/A	N/A	N/A	N/A	-	-

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
4.2.3.3	By September 30, 2022, the Department will complete an inventory of all active cloud platforms and applications to provide a baseline for effective measurements and meaningful indicators. (State)	FY 2022 Q4

Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureaus of Diplomatic Security and Overseas Buildings Operations
USAID	Bureau for Management

Strategies for Achieving the Objective

Demonstrate a Stable and Secure Infrastructure: To achieve sustainable long-term operational readiness and protect physical and IT infrastructure and the health and safety of the workforce, the Department of State and USAID will demonstrate consistent commitment and leadership in support of continuity initiatives; improve their cyber hygiene; and establish policy and supporting procedures with measurable outcomes, interactive scenario-based training and systems, improved interagency network and preparedness coordination, and enhanced communications systems and procedures.

Stability and security are critical to continuity of operations both domestically and overseas. These are impacted by threats from climate, coercive influences, and biological and pandemic events. A unique global presence requires the ability to share information in real-time to assist in mitigating risks. The Department and USAID's physical infrastructure is extensive and widely dispersed in countries around the world. Planning, designing, and executing construction projects at high-risk posts, in developing economies, and harsh environments prone to natural disasters, and maintaining a widely varied physical and aging infrastructure present formidable challenges and risks. Both agencies will continue to deliver on their mission to provide secure, safe, functional, and resilient diplomatic and development facilities. The Department and USAID will do so through modernizing their building programs to optimize performance and continuously improve critical project delivery drivers; employing a full life-cycle asset management approach to maintaining and sustaining their facilities; and developing post-specific climate security adaptation strategies to identify and mitigate risks to their infrastructure.

Promote Safer Cyber: A focus on cybersecurity remains central given both agencies' significant cyber footprint, the increasing use of mobile and agile technologies, and the large number of data collection efforts. To maintain a strong cybersecurity stance and

reduce risk, the Department of State and USAID are making significant investments in tools and platforms that will continue to help secure their networks and data globally, such as Continuous Diagnostics and Mitigation, Identity Credential and Access Management, and implementing a Zero Trust security model. Both agencies will continue work to improve cybersecurity hygiene to ensure systems and data are protected. The Department and USAID will provide regular training to help staff identify and respond effectively to cyberattacks. Anti-phishing campaigns, information security and privacy training (both initial and annual and role-based), remedial training, and organization-wide notices are some of the techniques used to develop a strong level of cyber hygiene.

Performance Goal Statement 4.3.1: Cybersecurity (State Agency Priority Goal)

Through implementation of the Federal Zero Trust Strategy, the Department will improve its security posture by fully securing its infrastructure, networks, and data against internal and external cyber threats. By September 30, 2023, the Department will improve the maturity of all five Zero Trust pillars to the Advanced level as defined in the [CISA Zero Trust Maturity Model](#).

APG performance indicators and milestones will be published on performance.gov.

Performance Goal Statement 4.3.2: Enhancing Security Monitoring Solutions (State Agency Priority Goal)

Update technical security countermeasures for Department of State facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. To date, the Bureau of Diplomatic Security has enhanced the security monitoring solutions of approximately 17 percent of Department facilities. By September 30, 2023, 35 percent of domestic and overseas sites will be upgraded.

APG performance indicators and milestones will be published on performance.gov.

Performance Goal Statement 4.3.3: Operational Readiness (USAID)

By September 30, 2026, USAID will achieve an overall Readiness Scorecard rating of 85 percent.

Key Performance Indicators

Indicator 4.3.3.1: Readiness Scorecard Rating (USAID)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	N/A	60%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
4.3.3.2	Establish baseline for USAID Readiness Scorecard Rating (USAID)	FY 2022 Q4

Performance Goal Statement 4.3.4: Physical Safety and Security (Joint)

By September 30, 2026, strengthen the safety, security, and climate resilience of the Department of State and USAID’s global real property platform and protect personnel through advanced building and sustainable asset management programs.

Key Performance Indicators

Indicator 4.3.4.1: Number of resolved physical security deficiencies through OBO projects (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	180	134	176	228
Result	N/A	N/A	N/A	144	N/A	–	–

Indicator 4.3.4.2: Percentage of overseas facilities with Facility Condition Indices (FCI) score above 70 (Joint)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	72%	72.5%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
4.3.4.3	By 2024, assess natural hazards threats and develop proactive adaptation strategies that enhance mission resilience through establishing a Climate Security & Resilience program in alignment with the Department’s Climate Adaptation and Resilience Plan. (State)	FY 2024 Q4
4.3.4.4	By 2023, in accordance with USAID's Climate Action Plan and Sustainability Plan, where overseas USAID facilities are not co-located with State, and at Missions where USAID independently owns real property, USAID will develop strategies to pursue property renovation and refurbishment plans to enhance climate resilience, improve energy efficiency, and reduce building emissions. (USAID)	FY 2023 Q4

Goal 5: Serve U.S. Citizens around the world and facilitate secure international travel.

Goal Leads

Agency	Bureau
State	Bureau of Consular Affairs

Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad. (State)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Consular Affairs

Strategies for Achieving the Objective

Improve Citizen Services: The Department is already incorporating lessons learned from the global repatriation of U.S. citizens in 2020 to update the processes, tools, and technology it uses such as the deployment of crisis management software. Since an informed traveler is a safe traveler, the Department will continue to adapt how it communicates with U.S. citizens about traveling and living abroad. The Department will review how we use its communication platforms to improve who we are reaching, as well as how diverse populations receive information so all travelers can make informed decisions and plans for traveling to and from the United States.

The State Department must respond to events in other countries, disasters, or global health issues. The Department can learn what went right from past events and identify opportunities to improve, particularly where the Department needs to overcome institutional, administrative, and technical barriers. This objective highlights the need for the Department to be adaptable in how it provides routine and crisis services and information to U.S. citizens.

Enable Seamless Support: None of this can be done without improving consular systems. By 2026, several pilots for digital and electronic services begun under the previous Joint Strategic Plan will be completed and full services expanded to all overseas posts and passport agencies. These include, but are not limited to, the use of Pay.Gov for passport renewal applications, electronic Certificates of Report of Birth Abroad, electronic immigrant visa processing, as well as other services. These new services will also include support for public-facing interfaces for these online services and incorporate the use of data to better track how the Department provides these services.

Performance Goal Statement 5.1.1: Improve Consular Fee Collection through Pay.Gov (State)

By September 30, 2026, the Department improves U.S. citizens' access to services and payment by implementing the Overseas Pay.gov for Adult Passport Renewal (form DS-82) program at 90 percent of missions abroad.

Key Performance Indicators

Indicator 5.1.1.1: Percent of Overseas Missions (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	5%	25%	35%	64%
Result	N/A	N/A	N/A	7%	29%	–	–

Performance Goal Statement 5.1.2: Accessibility and Process Improvement of Travel.State.Gov (State)

By September 2024, the Department will assess, design, and implement a Travel.State.Gov content review and update process informed by Department and interagency stakeholders that ensures accessible and timely operational, safety, security, and crisis information for U.S. citizens traveling or residing abroad.

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
5.1.2.1	Travel.State.Gov Review and Assessment (State)	FY 2022 Q4
5.1.2.2	Travel.State.Gov Implementation (State)	FY 2023 Q4
5.1.2.3	Travel.State.Gov Overall improved website assessment/quality review (State)	FY 2024 Q4

Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States. (State)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Consular Affairs

Strategies for Achieving the Objective

Harmonize with Partners: To maintain secure borders, the Department of State will continue to work with partner agencies to harmonize uniform screening and vetting standards and procedures across the travel and immigration spectrum. The Department will work with interagency partners, foreign partners, and the transportation industry to enhance global transportation security efforts including by sharing non-imminent persistent threats information to spur international border and transportation security efforts, and by implementing international standards and recommended practices. The Department will continue to urge countries to employ threat-based border security and enhanced traveler screening; to improve identity verification and traveler documentation; and to use, collect, and analyze Advanced Passenger Information and Passenger Name Record data in traveler screening to prevent terrorist travel. The Department will continue to work with its international partners to exchange information on known and suspected terrorists and other threats to U.S. citizens at home and abroad. We will ensure that interagency and international arrangements are maintained and updated, providing the highest-possible degree of information sharing of terrorist and criminal identities.

The Department of State seeks to enhance two-way travel and expand more equitable access to visas. The Department seeks to continuously refine its business model for visa operations to secure prompt visa issuances to qualified travelers, while enhancing mechanisms to protect U.S. borders.

Modernize Border Protection: The Department will work with interagency and industry partners to enhance security processes in global travel and connect with international partners to modernize methods of effective border security to include identity verification and traveler documentation. To secure U.S borders efficiently, the State Departments plan to enhance operations that investigate and address visa fraud to ensure only qualified travelers are issued visas. Both agencies continue to provide significant assistance to

foreign partners/partner countries to enhance their capabilities in terms of border screening and processing travelers, to better identify and interdict terrorist travel.

Performance Goal Statement 5.2.1: Improved Customer Service (State)

By September 30, 2026, annual average passport processing times are under 11 weeks for routine service and 6 weeks for expedited service.

Key Performance Indicators

Indicator 5.2.1.1: Percent of passports processed under 11 weeks for routine and 6 weeks for expedited service (State)

Value Type	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	N/A	N/A	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%
Result	N/A	N/A	N/A	N/A	N/A	–	–

Performance Goal Statement 5.2.2: Expanded Information Sharing with Partners (State)

By September 30, 2026, increase information sharing and connectivity to international criminal and terrorist databases with five additional partner nations in order to better identify individuals with derogatory information seeking to enter the United States.

Key Milestones

Milestone #	Milestone Title	Milestone Due Date (FY and Quarter)
5.2.2.1	Expand info sharing to at least one additional partner nation (State)	FY 2022 Q4
5.2.2.2	Expand info sharing to at least one additional partner nation (State)	FY 2023 Q4
5.2.2.3	Expand info sharing to at least one additional partner nation (State)	FY 2024 Q4
5.2.2.4	Expand info sharing to at least one additional partner nation (State)	FY 2025 Q4
5.2.2.5	Expand info sharing to at least one additional partner nation (State)	FY 2026 Q4

Annex 1: Indicator and Milestone Methodology

For each key performance indicator and milestone in the APP, there is either an indicator or milestone reference sheet available at <https://www.state.gov/foreign-assistance-resource-library/> and <https://www.usaid.gov/results-and-data/progress-data/annual-performance-report> or an associated Indicator or Milestone Methodology section below that notes the source and any limitations of the data.

Strategic Goal 1

Strategic Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
Percent of individuals surveyed who approve of U.S. efforts to support the global distribution of COVID-19 vaccines.	Data Source: Online panel surveys of foreign audiences, conducted by State/GPA/RA Data Limitations: Depending upon the COVID-19 recovery rate, distribution of COVID-19 vaccines may become a lesser priority in the years to come. To remain relevant, this indicator may need to be adjusted to reflect U.S. global health efforts more broadly, which may also entail changes to the sampling methodology. Should such changes be needed, the survey team will re-assess the methodology to ensure it remains as rigorous as possible, while capturing the effects of Department health-related communications.

Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>The number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues which show demonstrable progress.</p>	<p>Data Source:</p> <ul style="list-style-type: none"> • Partners with sustained engagements will be determined by the continuation of engagement from year to year. • The target is to sustain the number of U.S. partners from year to year, through continuous diplomatic engagement and development assistance activities, while gradually expanding the number with new partners when strategic opportunities arise. • During the collection of data on the number of ‘partners’, the ‘partner’ and the nature of engagement(s) with the Department of State will be defined. • Any new partners will be identified in the appropriate reporting year and the nature of the engagement(s) with them will be defined. This will allow us to determine if the relationship was sustained and/or enhanced in years to come. • S/CCI regional leads, in coordination with the various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year based on their own records and direct observations. <p>Data Limitations:</p> <ul style="list-style-type: none"> • We anticipate challenges in appropriately capturing the number partners due to how scheduling aligns with the fiscal calendar (e.g. an annual engagement with a partner occurs in September 2018, but not again until October 2019, thus is not reported for FY 2019), and/or unexpected delays in the working relationship (e.g. change in governments) that could interrupt the pattern of engagement. • The ability to build new partners is contingent on having the appropriate human and budgetary resources to do so. • To ensure data quality the data will be defined annually with the type of engagement. 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 2018 we did not sustain our engagement with a partner due to scheduling conflicts, we would explain that in the narrative and would include that partner in our expected FY 2019 results.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>The number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues.</p>	<p>Data Source:</p> <ul style="list-style-type: none"> • The target is to continually enhance our diplomatic engagements on cyber issues with established partners, particularly in light of any new U.S. initiatives or policy directives. • The data is not cumulative or sustained; instead, it is the number of occurrences in a given year. • Data reported will be the global total on an annual basis. • The data will be generated by analyzing new and sustained partners of the Department of State reported in Indicator 1.4.2.1 in order to determine the number of enhanced diplomatic engagements that occurred from the list of ‘partners’ and their existing engagement(s). • S/CCI regional leads, in coordination with the various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year. <p>Data Limitations:</p> <ul style="list-style-type: none"> • We anticipate challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar (e.g. an annual engagement with a partner occurs in September 2018, but not again until October 2019, thus is not reported for FY 2019), and/or unexpected delays in the working relationship (e.g. change in governments) that could interrupt the pattern of engagement. • The ability to build enhanced engagements is contingent on having the appropriate human and budgetary resources to do so. • The data is not cumulative or sustained; instead, it is the number of occurrences in a given year. To this point, coupled with the nature and significance of the work, we expect the annual numbers to be small. • 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. Thus, S/CCI will work to further define what is meant by an "enhanced" engagement and will report such parameters in the accompanying narrative.

Strategic Objective 1.5: Enhance foreign publics’ understanding of and support for the values and policies of the United States.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Percent of foreign participants indicating an increase in understanding of United States culture and values.</p>	<p>Data Source: Award Recipient</p> <p>Data Limitation: Participants’ understanding of the United States can be shaped by external circumstances unrelated to ECA programs that cannot be controlled. Self-reported data is subjective.</p>

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Percent of target audience members surveyed who demonstrate increased support for U.S. values and foreign policy</p>	<p>Data Source: Surveys of campaign target audience members conducted by GPA's Office of Research and Analytics</p> <p>Data Limitation: Campaign characteristics (e.g., funding, length, scope, etc.) vary in ways that render their data incomparable. This limitation is mitigated by calculating the indicator value (i.e., change in target audience support) separately for each campaign before aggregating. Relatedly, since the data collection frequency will vary depending upon the campaign, there will be more rounds of data collection for some campaigns during a given year than for others. To mitigate, measurement will occur annually, when each campaign's contribution to the aggregate will count only once, no matter how many times data were collected for that campaign between reporting periods. Since different campaigns run for different lengths of time, some will end during the life of the JSP and others will start, which means the set of campaigns from which data are drawn will vary over time. This limitation is mitigated by averaging (rather than summing) data across campaigns, thereby creating a measure of target audience support resulting from GPA's campaign work as a whole, rather than from a specific set of campaigns. The result is an appropriate indicator of the contribution of GPA's campaigns to the performance goal, its strategic objective, and the JSP goal.</p>
<p>Percent of foreign exchange program participants who volunteer in their host communities</p>	<p>Data Source: Primary Source: Survey (self-reported data); Participants (foreign); Administered by award recipients</p> <p>Data Limitation: Self-reported data is subjective</p>
<p>Milestone: Perform annual evaluations for at least two policy priority initiatives, programs, or campaigns to assess the extent to which they are achieving their stated goals.</p>	<p>Data Source: R/PPR Project Tracking System</p>
<p>Increase the capacity to conduct audience-focused research and program development among State.</p>	<p>Data Source: Surveys</p> <p>Data Limitation: Response rate, measurement error.</p>
<p>Number of State Department posts and USAID Missions that have completed training specifically on audience research, analysis, and segmentation.</p>	<p>Data Source: FSI Training Rosters, R Family Training Rosters, USAID Training rosters</p> <p>Data Limitation: For non-FSI data, data will lack of comprehensiveness. Imprecise measurement due to staffing shifts on an annual basis</p>
<p>Milestone: By 2024, achieve 100 percent deployment of the Contact Relationship Management tool to State Department U.S. posts</p>	<p>Data Source: GPA/DIG/CRM Data Call</p>

Strategic Goal 2

Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Percentage of surveyed individuals who indicate a preference for the U.S. as an economic partner.</p>	<p>Data Source: Audience surveys conducted by the Office of Research within GPA Data Limitation: Campaign characteristics (e.g., funding, length, scope, etc.) vary in ways that render their data incomparable. This limitation is mitigated by calculating the indicator value (i.e., change in target audience support) separately for each campaign before aggregating. Relatedly, since the data collection frequency will vary depending upon the campaign, there will be more rounds of data collection for some campaigns during a given year than for others. To mitigate, measurement will occur annually, when each campaign's contribution to the aggregate will count only once, no matter how many times data were collected for that campaign between reporting periods. Since different campaigns run for different lengths of time, some will end during the life of the JSP and others will start, which means the set of campaigns from which data are drawn will vary over time. This limitation is mitigated by averaging (rather than summing) data across campaigns, thereby creating a measure of target audience support resulting from GPA's campaign work as a whole, rather than from a specific set of campaigns. The result is an appropriate indicator of the contribution of GPA's campaigns to the performance goal, its strategic objective, and the JSP goal.</p>
<p>Number of notifications of new or changed Technical Barrier to Trade measures submitted to the World Trade Organization by Developing and Emerging Economies.</p>	<p>Data Source: http://tbtims.wto.org/en/PredefinedReports/NotificationReport Data Limitation: None known</p>

Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Number of partnerships, alliances, and dialogues on science and technology.</p>	<p>Data Source: Data sources will come from a specific call sent to functional and regional offices within the State Department and USAID bureaus and missions, as well as a data pull from principals’ calendars and public remarks.</p> <p>Data Limitations: Ensuring an accurate count of the number of events at the Secretary and Administrator level that incorporate science and technology due to information being pulled from formal papers and public schedules. USAID Science and Technology are disaggregated across the agency and data reporting depends on solicitation and reporting.</p>

Strategic Goal 3

Strategic Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Indicator: Percent of U.S. government public diplomacy program participants with a measured increase in ability to identify disinformation.</p>	<p>Data Source: Pre- and post-intervention testing reported in project quarterly performance reporting.</p> <p>Data Limitation: Due to the variety of public diplomacy programming, data collection procedures will vary making the aggregate indicator imprecise.</p>

Strategic Objective 3.2: Advance equity, accessibility, and rights for all.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Milestone: Development of additional joint State and USAID inclusive partnership indicators for Foreign Assistance and Diplomatic Engagement – as they contribute to existing strategies (such as GFA, WPS, etc.)</p>	<p>Data Source: The data sources will depend on the indicators created under this milestone. However, the creation of the indicators will be reported by the joint USAID/State JSP 3.2 co-leads and the interagency working group working towards this milestone. Ideally the reporting against the interagency indicators contributing to the indicators created under this milestone will be incorporated in annual Department reporting against their FBS/JRS indicators reflecting alignment with JSP 3.2 and the associated equity and inclusion executive orders, presidential memorandum, and Acts.</p>

Strategic Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Percent of respondents surveyed who say they are unlikely to migrate in the next six months.</p>	<p>Data Source: Surveys of target audience members in El Salvador, Guatemala and Honduras. Data Limitation: When possible, the survey that collects data for this indicator will be moved from online to in-person, which may introduce differences in participant selection and responses, among other things. When that change happens, an assessment will be made of likely variances between the online and in-person datasets, and adjustments made accordingly. For example, weights could be introduced to the sampling or analysis. Depending upon the assessed degree of difference, it may be necessary to use two baselines--one from the online survey and one from the first in-person survey.</p>

Strategic Goal 4

Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>FEVS Employee Engagement Index (EEI) Score</p>	<p>Data Source: OPM Federal Employee Viewpoint Survey (FEVS) (www.viewpoint.opm.gov), Official reports from implementing partner (OPM). Data Limitations: The FEVS is administered annually and reporting metrics are released 2-3 months following the survey administration.</p>
<p>FEVS-derived Career Satisfaction Index Score</p>	<p>Data Source: OPM Federal Employee Viewpoint Survey (FEVS) (www.viewpoint.opm.gov), Official reports from implementing partner (OPM). Data Limitations: The FEVS is administered annually and reporting metrics are released 2-3 months following the survey administration. Additionally, with the expansion of the FEVS audience list to non-career employees, it will be important to subset the data by employee type (i.e., career vs. noncareer). It is unclear whether OPM data will provide that flexibility.</p>

Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Percentage of new cloud applications deployed that employ approved enterprise cloud infrastructure platforms that leverage available zero trust cyber security principles and controls</p>	<p>Data Source: IT investments database, FEDRAMP, enterprise architecture and policy guidance. Data Limitations: This indicator does not capture investments below \$10,000 or cloud development efforts that inherit authorization and accreditation from another application. Those investments do not appear in our databases.</p>
<p>Percentage of existing cloud infrastructure platforms brought into compliance with approved enterprise cloud infrastructure standards, including zero trust cyber security principles and controls.</p>	<p>Data Source: IT investments database, accreditation database, FEDRAMP, enterprise architecture and policy guidance. Data Limitations: This indicator does not capture investments below \$10,000 or cloud development efforts that inherit authorization and accreditation from another application. Those investments do not appear in our databases.</p>
<p>Milestone: By September 30, 2022, the Department will complete an inventory of all active cloud platforms and applications to provide a baseline for effective measurements and meaningful indicators</p>	<p>Data Source: Data will be collected through online discovery and financial reporting.</p>

Strategic Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
<p>Number of resolved physical security deficiencies through OBO projects</p>	<p>Data Source: The data source of existing physical security deficiencies will be the DS deficiency database. The data sources to confirm resolution of deficiencies through OBO projects include capital construction completion reports, confirmation of staff relocation from existing deficient facilities, sale or termination of leases at deficient facilities, substantial completion reports from security upgrade projects, and physical security survey reports from Regional Security Officers and DS. Data Limitations: The classified database is continuously updated as Regional Security Officers conduct physical security surveys, and as OSPB standards change due to emerging threats. Therefore, the number of deficiencies is not fixed and fluctuates with changes in security standards and threat levels. Instances where the existing facility does not meet a revised standard will result in identifying additional physical security deficiencies.</p>

Key Indicator/Milestone Title	Indicator/Milestone Methodology
Percentage of overseas facilities with Facility Condition Indices (FCI) score above 70	Data Source: Data is collected in the GMMS FCI reporting module available to posts worldwide. A list of annual FCI results for each property is generated from the GMMS application. Data Limitations: This indicator assumes that the overall number of properties in the portfolio will not vary significantly over this time period. Accuracy and consistency of the FCI results data.
Milestone: By 2024, assess natural hazards threats and develop proactive adaptation strategies that enhance mission resilience through establishing a Climate Security & Resilience program in alignment with the Department's Climate Adaptation and Resilience Plan.	Data Source: This milestone will be achieved through completion of specific foundational tasks that contribute toward development of the five general capabilities, in accordance with the CS&R change management. Qualitative progress updates for specific tasks will be internally tracked and compiled to assess overall completion of the foundational phase.

Strategic Goal 5

Strategic Objective 5.1: Support and serve American citizens traveling or residing abroad.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
Percent of Overseas Missions	Data Source: Official reports from the Bureau of Consular Affairs, Office of the Comptroller. Data Limitations: CA's ability to report metrics depends upon available resources', including Microsoft Excel and PowerBI, ability to process large volumes of transactional data.
Milestone: Travel.State.Gov Review and Assessment	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.
Milestone: Travel.State.Gov Implementation	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.
Milestone: Travel.State.Gov Overall improved website assessment/quality review	Data Source: Bureau of Consular Affairs. Office of Public and Congressional Affairs reporting.

Strategic Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
Percent of passports processed under 11 weeks for routine and 6 weeks for expedited service	Data Source: Reporting from the Bureau of Consular Affairs Data Limitation: Factors outside the Department of State's control, such as weather, health and safety issues, could cause delays in processing times.
Milestone: Expand info sharing to at least one additional partner nation	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.

Key Indicator/Milestone Title	Indicator/Milestone Methodology
Milestone: Expand info sharing to at least one additional partner nation	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.
Milestone: Expand info sharing to at least one additional partner nation	Data Source: Official reports from implementing partners, confirmation of finalized MOUs/Agreements/Arrangements.
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