

**United States Department of State
United States Agency for International Development**

**FY 2025 Annual Performance Plan
FY 2023 Annual Performance Report**



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Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2025 Annual Performance Plan (APP) and the FY 2023 Annual Performance Report (APR) for the Department of State (State, or the Department) and the U.S. Agency for International Development (Agency, or USAID) presents State and USAID progress towards achieving the strategic objectives (SOs), performance goals (PGs), and Agency Priority Goals (APGs) 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 and directives, 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), the Government Performance and Results Act Modernization Act of 2010 (GPRAMA), and the President’s Management Agenda. In addition, State and USAID coordinate initiatives in strategic planning and performance management at the Agency, Bureau, and country levels to promote collaboration, efficiency, and effectiveness.

Information on State and USAID’s approaches to strategic planning and performance management, use of evidence, and programs, please visit <https://www.performance.gov/agencies/dos> and <https://www.performance.gov/agencies/usaid>; <https://www.state.gov/foreign-assistance-resource-library/> and <https://www.usaid.gov/results-and-data/planning>. Further information is available in annexes 1 and 2 of the Congressional Budget Justification that is 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.

The U.S. Agency for International Development is the U.S. Government’s chief international development and humanitarian assistance agency. USAID 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/or communities in support of U.S. foreign policy objectives. USAID collaborates with the Department and other U.S. government departments and agencies, Congress, multilateral

and bilateral organizations, private companies, academic institutions, faith-based groups, non-governmental organizations (NGOs), and local communities.

Information on the organizational structure of the Department 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

Department of State Mission Statement

To protect and promote U.S. security, prosperity, and democratic values and shape an international environment in which all Americans can thrive.

USAID Mission Statement

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world. In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

The following chart provides an overview of the Department of State and USAID Joint Strategic 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>.

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

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

GOAL 4:
Revitalize the diplomatic and development workforce and institutions.

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

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

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

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

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

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

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

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

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.

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

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

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

Objective 3.3: Prevent, expose, and reduce corruption.

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.

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

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

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

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

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

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

Strategic Review and Summary of Progress

State and USAID each hold annual internal Strategic Review meetings with the Office of Management and Budget (OMB) and continually review performance progress against the Joint Strategic Plan’s Strategic Objectives (SOs) throughout the year. State and USAID regularly leverage data and evidence to inform planning, performance, evaluation, and budgeting processes. Cumulatively, the reviews foster a culture of continuous performance improvement.

To identify strategic objectives as either an “area of noteworthy progress” or “focus area for improvement,” the Department and USAID reviewed performance for each SO taking into consideration the analysis of FY 2022 results – which is the most recent year for which complete data are available - and FY 2023 internal strategic reviews. Using these inputs, the Department and USAID designated the following SOs as an “area of noteworthy progress” or “focus area for improvement”:

State

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

Focused Area for Improvement – Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.

USAID

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

Noteworthy Progress – Strategic Objective 3.3: Prevent, Expose, and Reduce Corruption.

Focus Area for Improvement – Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.

Progress updates on these designated strategic objectives are included in the SO 1.2, 1.4, SO 3.3, and SO 4.1 sections of this document.

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, NGOs, or other development organizations. To ensure the quality of evidence from performance monitoring is sufficient for decision-making,

Department and USAID staff use an assurance process and checklist to assess monitoring data against five standards of data-quality: validity, integrity, precision, reliability, and timeliness.

All performance indicators listed in the APP/APR have the 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. Data Quality Assessments (DQAs) are required within the 12 months prior to the indicator being reported, and 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.

The following table “FY 2023 Results Legend” explains methodology that State and USAID use to determine whether a result met, exceeded, or did not meet the target.

FY 2023 Results Legend:

Target Met	Result is between 90%-100% of target (formula: result/target x 100)
Target Exceeded	Result is over 100% of target
Target Unmet	Result is below 90% of target

An indicator analysis is included for any key performance indicators where the FY 2023 result deviates more than 10 percent from the FY 2023 target. Due to the nature of State and USAID’s data reporting processes and timelines, some indicators do not have the final FY 2023 data until after publication of this document. Where this is the case, individual indicator analyses have highlighted this.

Agency Priority Goals

Agency Priority Goals (APGs) are a performance accountability tool established by the Government Performance and Results Act Modernization Act (GPRAMA). APGs focus on federal agencies’ leadership priorities and measurable outcomes, and results. Federal agencies select APGs every two years, identify officials who are responsible for achieving goals, establish APG metrics and milestones, review performance on a quarterly basis to identify barriers to progress and make changes to implementation strategies to achieve goal outcomes.

The Department and USAID are completing data collection on FY 2022-2023 APG themes and have identified the new two-year cycle of APG themes for FY 2024-2025. Performance results covering the two-year FY 2022-2023 cycle are included in this APR. Reporting on FY 2024-2025 APGs will be reflected in FY 2024 APR. For detailed quarterly updates on APGs and more information refer to [Performance.gov](https://www.performance.gov).

The chart below presents State and USAID participation in APG themes across both cycles, FY 2022-2023 and FY 2024-2025:

	FY 2022 -2023 APG Themes	FY 2024 – 2025 APG Themes
STATE	<ul style="list-style-type: none"> • Equity Across Foreign Affairs • Data-Informed Diplomacy • Cybersecurity • Enhancing Security Monitoring Solutions 	<ul style="list-style-type: none"> • Equity Across Foreign Affairs • Data-Informed Diplomacy • Cybersecurity • Diversity, Equity, Inclusion and Accessibility (DEIA)
USAID	<ul style="list-style-type: none"> • Resilience and Food Security • Preventing Child and Maternal Death • Diversity, Equity, Inclusion, and Accessibility (DEIA) in USAID Programs • Democracy and Governance 	<ul style="list-style-type: none"> • Resilience and Food Security • Preventing Child and Maternal Deaths • Diversity, Equity, Inclusion, and Accessibility (DEIA) in USAID Programs • Democracy, Human Rights, and Governance
JOINT STATE - USAID	<ul style="list-style-type: none"> • HIV/AIDS • Climate Change • Diversity, Equity, Inclusion and Accessibility (DEIA) 	<ul style="list-style-type: none"> • HIV/AIDS • Climate Change

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 and humanitarian assistance. The Department and USAID implement immediate remedial actions in response to recommendations by their respective OIGs. For a detailed discussion of major

management priorities and challenges and management's responses, please see Department of State annual [Agency Financial Report](#) and USAID's annual [Agency Financial Report](#).

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, Deputy Assistant Administrator of the Bureau for Management, is the Performance Improvement Officer.

Customer Experience

The Department of State and USAID are both High Impact Service Providers (HISPs) designated by the Office of Management and Budget (OMB). As HISPs, State and USAID work to continually improve the customer experience and the services both agencies provide. State and USAID both publish additional information on their customer experience work on <https://www.performance.gov/agencies/>.

Department of State HISP Designated Services: Applying for a U.S. Passport and Accessing International Travel Information Services (travel.state.gov [TSG]):

The Bureau of Consular Affairs (CA) is the public face of the Department of State for millions of people around the world. CA is responsible for the welfare and protection of U.S. citizens abroad, facilitation of legitimate travel to the United States, and for establishing sound and effective U.S. border security beginning with the issuance of passports and other documentation to citizens and nationals.

For FY 2024-2025, the Department's Customer Experience priorities are focused on improving the overall U.S. passport service experience and accessibility of the Department's international travel information site (travel.state.gov).

Under the Department's Customer Experience Strategist, the Department is aligning customer experience research and service improvement work with the IT modernization agenda to ensure the Department understands and is measuring the digitization and modernization activities based on what customers need and want from consular services. As CA digitizes the forms and processes, modernizes its systems, and improves its services, the Department leverages human-centered design principles to ensure it is

positively impacting the customers who need and use consular services, as well as the Department’s internal users who deliver these services. Within the JSP, Goal 5 includes performance indicators related to Consular Affairs HISP activities.

USAID HISP Designated Services: Preparing to partner with USAID and competing for USAID awards:

USAID prioritizes expanding partnerships with local partners. Through the “WorkwithUSAID” platform, the Agency is enabling these new local partnerships to increase. The platform is a free, easy-to-navigate resource hub through which USAID provides information about opportunities with USAID, in multiple languages. The platform helps local partners learn the basics of working with USAID, improves access to Agency resources, and enables new local partnerships.

USAID also seeks to partner with the private sector for more effective, efficient, and sustainable development impacts. The Private Sector Engagement (PSE) Modernize helps Agency staff and private sector partners to collaborate on development challenges. Through website improvements, internal procedure enhancements, and upskilling the Agency’s workforce on relationship management skills, USAID is reducing the time it takes private sector partners to ascertain if a partnership with USAID is viable, is appropriate for their business goals, and to get to a clear “yes” or “no” decision on specific partnership pitches. This push is critical as private investments into low- and middle-income nations far outpace official development assistance.

These efforts contribute significantly to improving procurement equity, expanding USAID’s partner base, and achieving the goals of localization <https://www.usaid.gov/localization>.

Equity

The Department of State and USAID promote equity through our diplomacy and development work to advance U.S. interests and values. Strengthening equity in both organizations’ work creates space for a broader set of viewpoints and experiences to inform more creative and effective problem solving. The Department and USAID are committed to advancing equity for underserved and marginalized communities and will ensure that equity is a critical part of their organizations’ diplomatic engagement and foreign assistance programming.

While equity informs most of the Department and USAID’s work and is woven throughout the Joint Strategic Plan, State and USAID’s APGs in SO 3.2 are focused on advancing equity in U.S. foreign policy and development. These two APGs, the State APG

on Equity Across Foreign Affairs Work and the USAID APG on DEIA in USAID Programs, align closely with each agency's equity action plan and the goals of Executive Orders [13985](#), *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*; and [14091](#), *Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*. Through their equity action plans, State and USAID are integrating equity principles into agency-specific programs and operations, including in policies and budgeting. State's equity plan is available at <https://www.state.gov/equity/> and USAID's equity plan is available at <https://www.usaid.gov/equity/equity-action-plan>.

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 President's Budget 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 Planning, Learning, and Resource Management

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	Bureau of Global Health Security and Diplomacy
USAID	Bureau for Global Health

Strategic Objective Progress Update

State and USAID are working together to advance health security and support health systems that can support key global health goals. FY 2023 witnessed the launch of the new Bureau of Global Health Security and Diplomacy (GHSD) by Secretary Blinken (Aug 1, 2023). This historic milestone – undertaken in close conjunction with USAID and the Department of Health and Human Services (HHS) brings together the aspects of State that were previously working to advance the President’s Emergency Plan for AIDS Relief (PEPFAR), the global COVID-19 response, and U.S. diplomatic leadership on global health security.

GHSD is designed to lead, leverage, and elevate diplomatic functions in support of key global health policy goals.

In FY 2023, GHSD:

- Led diplomatic engagements that contributed to expanding the number of Global Health Security Intensive Support Partners (GHS ISPs) from 25 to 48 countries.
- Coordinated annual whole-of-government work-planning and reporting for GHS ISPs to track progress and assess the impact of USG support on strengthening global health security technical capacities.
- Coordinated State's international COVID-19 response, working with USAID and HHS to coordinate donations of COVID-19 vaccines and therapeutics to 117 countries and economies.
- Together with USAID and the Centers for Disease Control (CDC), identified the countries with the lowest or falling rates of routine childhood immunizations to engage more effectively to improve childhood vaccine rates.
- GHSD's Office of Infectious Diseases and Outbreak Response (IDOR), in coordination with the Bureau of African Affairs, led State's response and coordinated with the interagency on the USG's response to multiple outbreaks of viral hemorrhagic diseases in Africa, including Ebola and Marburg.

State and USAID worked on finishing the fight against HIV/AIDS, advanced negotiations on the World Health Organization (WHO) Pandemic Accord and amendments to the WHO International Health Regulations, allocated \$338 million to 38 countries for the first call for proposals of the Pandemic Fund, and supported USG progress in supporting 50 country-partners on global health security, while working with donors and partners to catalyze additional support for 50 additional countries.

USAID's Global Health Security (GHS) Program supported 50 countries to develop and sustain capacities to prevent avoidable outbreaks, detect threats early, and respond rapidly and effectively to emerging infectious disease (EID) outbreaks. The USAID GHS Program assisted 24 countries to design and implement interventions at high-risk interfaces to reduce the risk of zoonotic spillover; supported 31 countries to develop and implement surveillance strategies to monitor zoonotic disease threats and antimicrobial resistance (AMR); and invested in 19 countries to implement biosafety and biosecurity interventions and strengthen the capacity of more than 130 laboratories to detect EIDs and AMR. With support from the GHS Program, USAID trained more than 40,000 health professionals from 32 countries in GHS technical areas.

USAID's new Outbreak Response Team responded to major human disease outbreaks of Marburg in Equatorial Guinea and Tanzania and Ebola in Uganda. GHS implementing partners responded to hundreds of animal disease outbreaks in 24 countries. GHSD/IDOR led the diplomatic engagement for the global monkeypox (Mpox) outbreak.

Strategies for Achieving the Objective and Next Steps

GHSD is developing strategic plans that will set short-, medium-, and longer-term goals for the bureau and its collaborations with interagency, international partners, and civil society. These plans will be informed by key events that took place in CY 2023, including the three United Nations General Assembly (UNGA) High Level Meetings on health in September 2023 and the United Nations Framework Convention on Climate Change (UNFCCC) climate conference (COP28) Health Day in December 2023.

For FY 2024-2025, GHSD:

- Will remain intently focused on hitting key targets for combating HIV/AIDS, such as 95-95-95 (95 percent of persons living with HIV know their status, 95 percent of those knowing their status to be on antiretrovirals, and 95 percent of those on antiretrovirals reaching viral suppression).
- Lead USG policy in both the Global Fund to Fight AIDS, Tuberculosis, and Malaria, driving policies to address these diseases worldwide.
- Continue to provide key diplomatic support and outreach to advance negotiations on the WHO Pandemic Accord and the amendments to the International Health Regulations.
- In close collaboration with the Department of Treasury, USAID and the interagency, continue to serve as the primary U.S. representative to the Pandemic Fund to guide strategy development and scale up the Pandemic Fund to build global health security capacity at national, regional, and global levels.
- Building on existing work, including through the Economic and Health Dialogue of the Americas, continue to improve the diversity and resilience of medical countermeasure supply chains.
- Expand the GHS country-partners to the 50-country target, while also spurring additional commitments from other donors to catalyze 50 additional partnerships.
- Continue to respond to newly identified international outbreaks, working with regional or functional bureaus and other agencies as appropriate based on the known parameters of any given outbreak.
- Continue to work with CDC and USAID to proactively address low and falling rates of routine childhood immunization in countries identified as having a high need and where the USG can be most effective in addressing that need.

Building on previous investments, the USAID GHS Program will continue to strengthen country capacities to prevent, detect, and respond to EID threats and expand programming to nearly 60 countries in FY 2024. The program will continue to support countries to undergo the WHO's Joint External Evaluation to identify gaps in their health security capacities.

USAID's Outbreak Response Team will continue to expand USAID assistance, communications, and intra- and inter-agency coordination for infectious disease outbreaks.

In FY 2024-2025, GHSD and USAID will continue supporting:

- the strengthening of the GHS architecture, including at the WHO, and contribute to ongoing negotiations to amend the International Health Regulations and develop a Pandemic Accord.
- the multilateral Global Health Security Agenda as a forum for working with and across countries, regions, and sectors to provide technical assistance, share best practices, and measure and hold global partners accountable for progress.
- the World Bank’s Pandemic Fund to deliver early impact for those countries and regions most in need of capital to prepare for future pandemics through grant funding.

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.

Performance Goal Progress Update

Widespread vaccinations, testing, and treatment have reduced the severity of the pandemic and enabled a transition away from the acute phase. The United States, with COVID-19 vaccines global access ([COVAX](#); concluded December 2023), and multilateral partners have donated over 691 million vaccines to 117 countries and economies. [Global VAX](#) has helped low- and middle-income countries (L/MICs) accelerate vaccination rates.

USAID’s “test-to-treat” programming is helping to make rapid COVID-19 testing and treatment accessible for people as soon as they develop COVID-19 symptoms. The COVID-19 Global Action Plan (GAP), led by the United States, concluded in February 2023 at a fourth and final foreign ministerial meeting with country partners, international organizations, and the WHO, joining to highlight progress toward meeting the gaps in the pandemic response.

Key Performance Indicators

Indicator 1.1.1.1: (retired) 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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	70%	70%	N/A	N/A
Result	N/A	0%	23.4%	63.5%	66.6%		
Status				Met	Met		

Indicator Analysis for indicator 1.1.1.1: FY 2024 and/or FY 2025 targets do not sustain or improve on FY 2023 performance as the WHO 70% global vaccination target was discarded in favor of country-specific vaccination coverage targets following the FY 2023 performance period. This performance indicator was retired at the end of FY 2023 and no future targets are set.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	45%	22%	18%	N/A
Result	N/A	13.8%	47.1%	22.1%	5.4%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.1.1.2: Annual reported deaths from COVID-19 declined from 22.1 percent per 100,000 in FY 2022 to 5.4 percent per 100,000 in FY 2023, exceeding both FY 2023 and FY 2024 targets. Protection conferred by prior infection, vaccination, and hybrid immunity and improved access to effective therapeutics likely contributed to the decline. Due to poor quality of available global data, this indicator will retire at the end of FY 2024 and no target is set for FY 2025.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	55%	56%	N/A	N/A
Result	N/A	N/A	54%	53%	N/A		
Status				Met	N/A		

Indicator Analysis for indicator 1.1.1.3: Due to the conclusion of the pandemic, State sunsetted collection of data on this indicator in 2023 and has no data to report. Due to a shift in priorities, the Department is not planning to replace this indicator and has not set the FY 2024 and FY 2025 targets.

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.

Performance Goal Progress Update

In FY 2023, the United States partnered with 25 countries to strengthen their global health security capacities. Based on the most recent global health security assessments, 23 partner countries improved capacity over the baseline in 5+ technical areas, with seven countries having 5+ technical areas with “demonstrated capacity.” Although the COVID-19 pandemic resulted in some backsliding in indicators results

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	35%	70%	90%	N/A
Result	N/A	N/A	N/A	79%	95%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.1.2.1: Based on the recent State Party Annual Report (SPAR) and Global Health Security Index (GHSI) scores, 18/19 intensive support partner countries (ISPs) improved capacity in at least five technical areas over baseline (2018) scores. Five (26%) countries had at least five technical areas at a level of “demonstrated capacity.” Indicator trajectory will depend on continued expansion toward 50 ISPs and continued progress in existing ISPs, especially in areas where scores remain low or are backsliding. Due to poor quality of available global data, this indicator will be retired at the end of FY 2024 and no target is set for FY 2025.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.1.2.2	By 2024, the United States ¹ 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	In Progress	In FY 2023, the USG expanded its assistance to 47 Intensive Support Partner countries. Interagency discussions and activities are underway to reach 50 by the end of FY 2024. Based on the most recent SPAR and GHSI data, 17/47 countries meet the target of five or more technical areas with “demonstrated capacity” and an additional 10 countries are close with 3 or 4 areas with “demonstrated capacity.” Thus, this milestone is in progress.

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 and sustain control of the HIV epidemic in PEPFAR-supported countries. By September 30, 2023, PEPFAR will 1) support eight additional countries to achieve 72% community viral load suppression (CVLS) and 2) ensure that all nine PEPFAR-supported countries that have achieved 72% CVLS sustain that progress.

¹ 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.

APG Progress Update

In the HIV space, targets related to pre-exposure prophylaxis (PrEP) and voluntary male circumcision were met or exceeded. The number of adults who test positive for HIV (a metric that emphasizes testing coverage) and the number of adults who are on ARTs was not yet met. However, the Department had not received data from Nigeria and Tanzania – two large-population countries in the PEPFAR program – at the time of publication of this document.

Key Performance Indicators

Indicator 1.1.3.1: Number of adults and children newly diagnosed with HIV.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	3,460,387	3,785,842	2,399,591	2,305,437	2,181,450
Result	3,038,533	2,692,186	2,511,790	2,223,084	1,870,000
Status					Unmet

Indicator Analysis for indicator 1.1.3.1: FY 2023 results do not include results from Nigeria and Tanzania due to the timing of data quality improvement efforts.

Indicator 1.1.3.2: Number of adults and children currently receiving ART.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	18,284,227	19,267,033	19,979,199	20,306,597	21,025,427
Result	15,686,915	17,383,890	18,981,855	20,166,110	20,470,000
Status					Met

Indicator Analysis for indicator 1.1.3.2: FY 2023 results do not include results from Nigeria and Tanzania due to the timing of data quality improvement efforts.

Indicator 1.1.3.3: Percent of adults and children who are virally suppressed.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	90%	95%	95%	95%	95.6%
Result	90.1%	92.4%	94.3%	95%	95.5%

Status					Met
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Indicator 1.1.3.4: Number of males circumcised as part of the Voluntary Medical Male Circumcision (VMMC) for HIV prevention program within the reporting period.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	3,822,403	3,948,874	2,629,030	2,252,810	2,362,599
Result	3,898,971	2,631,203	2,423,119	2,194,082	2,162,533
Status					Met

Indicator 1.1.3.5: Number of individuals who were newly enrolled (in the reporting period) on oral antiretroviral pre-exposure prophylaxis (PrEP) to prevent HIV infection.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	144,543	343,366	1,074,447	1,049,390	1,382,419
Result	163,452	312,017	1,015,093	1,473,179	1,877,924
Status					Exceeded

Indicator Analysis for indicator 1.1.3.5: Overall, the majority of countries have exceeded PrEP_NEW targets over the past couple of years for several reasons: 1. Underestimation of targets where partner governments are purchasing the bulk of commodities and/or PEPFAR budgets are minimal and the teams prefer to stay conservative; 2. In countries where PrEP implementation is newer, the targets have also been more conservative as they better understand demand and uptake; 3. Some governments impose limitations on targets and growth despite commodity budgets but then implementing partners can outperform the targets and demonstrate demand; 4. The Department and USAID continue to refine the methodology to better estimate the size population of people who might need/want PrEP.

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

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 five per 1,000 live births in USG priority countries through evidence-

based maternal and child health, malaria, health systems, nutrition, reproductive health / family planning, and water, sanitation, and hygiene (WASH) activities.

APG Progress Update

The “[Framework for Action in a Changing World 2023-2030](#)” summarized the substantial progress made in reducing maternal and under-5 deaths since 2012 and examined the tenacity and innovation that helped USAID make gains and the lessons learned through monitoring, country-led adaptation and leadership, analysis, and reflection.

Through the new Preventing Child and Maternal Death (PCMD) framework, USAID calls for continued global commitment to improving maternal and child survival through increasing coverage, strengthening the quality of care, and enhancing equity will be tantamount to our global progress.

Key Performance Indicators

Indicator 1.1.4.1: Percent of Contraceptive Commodities that are on time across Family Planning and Population and Reproductive Health (FP/PRH) Priority Countries.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	Q1:80%	Q1:80%	Q1:80%	Q1:80%	Q1:80%
	Q2:80%	Q2:80%	Q2:80%	Q2:80%	Q2:80%
	Q3:80%	Q3:80%	Q3:80%	Q3:80%	Q3:80%
	Q4:80%	Q4:80%	Q4:80%	Q4:80%	Q4:80%
Result	Q1: 93%	Q1: 88%	Q1: 92%	Q1: 98%	Q1: 88%
	Q2: 85%	Q2: 92%	Q2: 98%	Q2: 97%	Q2: 87%
	Q3: 98%	Q3: 97%	Q3:100%	Q3: 95%	Q3: 88%
	Q4: 95%	Q4: 94%	Q4: 93%	Q4: 96%	Q4: 86%
Status					Exceeded

Indicator Analysis for indicator 1.1.4.1: USAID continues to maintain strong on-time delivery performance for contraceptive commodities to Priority Countries through targeted efforts to monitor and mitigate any risks to the global supply chain. This includes close monitoring of country demand, effective supplier management, efficient management and monitoring of commodity stock and

allocation of country orders, and close collaboration with global FP/RH partners to ensure country needs are met. USAID will continue to build on these practices to sustain performance.

Indicator 1.1.4.2: Absolute change in the rate of exclusive breastfeeding among children under six months.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	+1.0%	+1.0%	+1.0%	+1.0%
Result	+1.7%	+1.2%	+1.4%	+1.2%	+1.3%
Status					Exceeded

Indicator Analysis for indicator 1.1.4.2: This health behavior is less likely to have been affected by the COVID-19 pandemic and is not dependent on outside health services. It is promoted heavily by USAID’s health and nutrition programs. Performance exceeded the target in FY 2023.

Indicator 1.1.4.3: Absolute change in total percent of children who received at least three doses of Pneumococcal Vaccine (PCV) by 12 months of age.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	+1%	+1%	+1%	+1%	+1%
Result	+3.5%	+4.8%	+1.2%	+0.3%	+14.7%
Status					Exceeded

Indicator Analysis for indicator 1.1.4.3: FY 2023 performance exceeded the target, likely as the result of multiple country efforts to catch up and vaccinate children who missed vaccinations during the COVID-19 pandemic. The change in the 25-country weighted average also reflects the extraordinary effort of India as it expanded and maintained levels of PCV vaccination across its remaining states and union territories. We expect performance to be closer to the target level in future years as average vaccine coverage levels increase, and there is less opportunity for such rapid growth in programs. This level of increase is not sustainable but was possible this year while the vaccine is relatively new, and we saw the emphasis on vaccine catch-up from the COVID interruptions.

Indicator 1.1.4.4: Annual total number of people protected against malaria with insecticide-treated net, in millions.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	85	97	110	110	110

Result	114	125	109	80	92
Status					Unmet

Indicator Analysis for indicator 1.1.4.4: The President’s Malaria Initiative (PMI) coordinates procuring and distributing the Insecticide-treated nets (ITNs) with other major donors, particularly the Global Fund. In FY 2023, PMI achieved a result below its target of 110 million people due, in part, to needing to buy and distribute higher quality, more expensive ITNs, which meant PMI was not able to buy as many nets nor reach the target number of people in the short run until prices declined and the Global Fund have planned larger campaigns for CY 2024 and CY 2025 across PMI countries..

Indicator 1.1.4.5: Absolute change in the modern contraceptive prevalence rate.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	+1%	+1%	+1%	+1%	+1%
Result	+0.8%	+0.9%	0.8%	+0.8%	+0.8%
Status					Unmet

Indicator Analysis for indicator 1.1.4.5: The data for modern contraceptive prevalence rate (mCPR) among married women 15-49 years are obtained from the United Nations’ estimates that are derived from a combination of actual data (when new data are available for a country in that year) and projected values (for countries that do not have new survey data). The lower-than-expected rate of growth is due to slower than projected mCPR growth rates in some countries. Additional analyses of programmatic and data factors will be undertaken to explore the reasons for this.

Indicator 1.1.4.6: Absolute change in under-five mortality rate (decrease per 1,000 live births).

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	-2%	-2%	-2%	-2%	-2%
Result	-2%	-1.8%	-1.8%	-1.7%	-1.64%
Status					Unmet

Indicator Analysis for indicator 1.1.4.6: USAID did not meet the target for this indicator. As the indicator gets closer to zero the absolute value of the drop year over year becomes lower. The farther away the absolute change is from zero the better. The closer the number is to zero, the less change in mortality has occurred. For the target to be considered “Met”, the result must be at least –2 or farther away from zero. For FY 2023, because the result is closer to zero than –2, the absolute change in the under-five mortality rate

was less than the target and therefore the result is “Unmet.” It is difficult to identify and disentangle precisely how much the slower changes in the indicator results are due to specific country factors versus mortality rates declines simply slowing as they approach zero.

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

Strategic Objective Progress Update

The Department of State designates this strategic objective as a Focus Area for Improvement.

During FY 2023, State and USAID made significant progress toward securing ambitious climate policy outcomes. We secured a successful outcome of the 2022 United Nations Framework Convention on Climate Change (UNFCCC) Climate Conference (COP27) climate conference and achieved APG targets related to strengthening cooperation with countries on their Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) as well as other climate-related goals and targets. Despite this success, the USG must increase policy, financial, and technical support for climate action to successfully address what the Administration identified in its 2022 National Security Strategy as “the existential challenge of our time.”

On mitigation, during the FY 2022-2023 period, State and USAID established or strengthened collaboration with 27 countries to enhance mitigation through the implementation of NDCs and/or net-zero emissions strategies, exceeding the APG target of 24 countries for this performance indicator. In 23 of those countries, State and USAID provided diplomatic, technical, or financial support for enhanced implementation that strengthened NDCs and/or net-zero emission strategies. State and USAID also continued to work on several major mitigation initiatives, including the [Global Methane Pledge](#), the [Forest and Climate Leaders Partnership](#), and the [Green Shipping Challenge](#).

On adaptation, during the FY 2022-2023 period, State and USAID established or strengthened collaboration with 75 countries to enhance development and implementation of NAPs or other national adaptation planning documents, meeting the APG target of 75 countries for this performance indicator. In FY 2023, USAID and State led the development of a primer on [U.S. International Adaptation and Resilience](#), which the White House released. The primer highlights examples of how U.S. government agencies are implementing the President's Emergency Plan for Adaptation and Resilience (PREPARE) and includes actions agencies are taking to implement the PREPARE Action Plan, which the U.S. government launched in 2022.

On clean energy, the Department's work through the Bureau of Energy Resources assists with implementation of the Paris Agreement by strengthening energy security, governance frameworks, and allies' and partners' capacities to oversee and develop their energy and mineral sectors to transition to a decarbonized future.

Through the Department of State's Minerals Security Partnership (MSP), fifteen partners and allies representing more than 50 percent of global GDP worked to expand and diversify supply chains of critical minerals needed for clean energy technologies while maintaining high environmental, social, and governance (ESG) standards.

Strategies for Achieving the Objective and Next Steps

In FY 2024, the United States will continue to lead global efforts to reduce greenhouse gas (GHG) emissions, scale up climate change finance, and adapt to climate change impacts. This will include pressing for a successful outcome at the 2024 United Nations Framework Convention on Climate Change (UNFCCC) Climate Conference COP29 United Nations (UN) climate conference and advancing an FY 2024-2025 climate APG by implementing ambitious bilateral and multilateral programs that achieve high-impact results.

On mitigation, State and USAID will continue to push for stronger mitigation action to close the remaining gap between current commitments and actions and what science shows is required to keep the 1.5°C limit within reach. This includes continuing to engage to accelerate the shift to clean energy, halt deforestation, and slash emissions of non-CO2 super-pollutants, like methane.

On adaptation, State and USAID will continue to implement the PREPARE Action Plan through: support to advance the UN Secretary General's call for Early Warning for All in fiscal years 2024-2028; policy support through the [NAP Global Network](#) and the Local2030 Islands Network; and other PREPARE initiatives, like the Private Sector Call to Action, [Climate Resilience and Adaptation Finance and Technology Facility](#), and the [Climate Finance and Development Accelerator](#) (CFDA) that are mobilizing greater private sector engagement and capital to strengthen climate resilience in vulnerable developing countries. From 2024-2025,

State and USAID will work with partners to further develop the [UAE Framework for Global Climate Resilience](#), which was adopted at COP28 and contains qualitative sectoral targets specific to the adaptation planning cycle. The Department will also develop and implement a 2024-2027 Climate Adaptation Plan.

Through the FY 2024-2025 Climate APG, State and USAID will focus on engaging key countries; delivering high-impact mitigation and adaptation results, supporting countries to develop more ambitious NDCs; and enhancing countries' capacity to provide timely, high-quality, and transparent progress reports.

On clean energy, the Department plans to expand methane abatement programming to provide countries with increased capacity for identifying, monitoring, and mitigating methane emission sources; implement programming to help governments produce clean hydrogen; expand critical minerals supply chain mapping to build countries' capacities to develop their mining sectors responsibly and increase private investment; focus on global decarbonization, helping countries to develop technologies, practices, reforms, fiscal incentives, and capacity required to reduce greenhouse gas emission and achieve net-zero by 2050; and continue programming that promotes women's participation in the energy sector globally.

The Department's foreign assistance programs directly support adoption of renewable energy around the world. The Bureau of Energy and Resources (ENR) works within multilateral organizations including the International Energy Agency, International Energy Forum, Extractive Industries Transparency Initiative, International Renewable Energy Agency, G7, and G20 to advance adoption of low-to-zero-carbon energy solutions. The Bureau supports foreign governments' efforts to increase transparency and oversight of their critical minerals supply chains that underpin the energy transition.

In addition to bilateral dialogues, ENR will continue to advance Bureau and Department priorities via its leadership in multilateral and regional forums. Our close cooperation with the U.S. International Development Finance Corporation (DFC), the United States Trade and Development Agency (USTDA), and the Export-Import Bank of the United States (EXIM) to deploy government financing tools not only bolsters U.S. competitiveness, but also de-risks investment environments and leverages private-sector expertise.

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 to deliver the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

APG Progress Update

State and USAID exceeded the target for the first performance indicator, met the target for the second indicator, achieved 96 percent of the target for the third performance indicator, and fell short on the fourth. Across the performance indicators, State and USAID achieved 141 of 156, or 90 percent, of the target levels. Establishing, tracking, and reporting on a joint climate APG was an incredibly valuable exercise.

Indicator 1.2.1.1: Number of Countries with which the United States establishes or strengthens collaboration to enhance implementation of NDCs and/or net zero emission strategies.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	10	27
Result	N/A	N/A	N/A	18	29
Status					Exceeded

Indicator Analysis for indicator 1.2.1.1: State and USAID exceeded the FY 2022-2023 target for this indicator, establishing or strengthening collaboration with 29 countries to enhance implementation of NDCs and/or net zero emission strategies, compared to a target of 27 countries. State and USAID consistently stayed ahead of pace to achieve this goal, resulting from a quick start coming out of the 2021 United Nations Framework Convention on Climate Change (UNFCCC) (COP26) and sustained effort thereafter.

Indicator 1.2.1.2: Number of countries to which diplomatic, technical, and financial support is provided for enhanced implementation of strengthened NDCs and/or next zero emission strategies.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	8	24

Result	N/A	N/A	N/A	9	23
Status					Met

Indicator Analysis for indicator 1.2.1.2: State and USAID achieved 96 percent of the FY 2022-2023 target, supporting 23 countries compared to a targeted 24. State and USAID extensively supported at least six additional countries, but excluded those from the count because the engagements lacked the formal, strategic structure prescribed in Indicator 1.2.1.1. This significant progress resulted from sustained, intensive engagement, and lays the foundation for achieving high-impact results, which is a key focus of the FY 2024-2025 Climate APG.

Indicator 1.2.1.3: Number of countries with which the United States establishes or strengthens collaboration to enhance development and implementation of NAPs or other national adaption planning documents.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	25	75
Result	N/A	N/A	N/A	26	75
Status					Met

Indicator Analysis for indicator 1.2.1.3: State and USAID met the FY 2022-2023 target, establishing or strengthening collaboration with 75 countries to enhance development and implementation of NAPs or other national adaptation planning documents. The surge in progress in FY 2023 reflects PREPARE’s success moving from planning to implementation, which State and USAID teams supported by working diligently and collaboratively to deliver on relevant strategies. This progress is foundational for delivering high-impact adaptation outcomes through the FY 2024-2025 Climate APG.

Indicator 1.2.1.4: Number of countries receiving technical support to enhance institutional frameworks and capacity to support delivery of the first National Inventory Reports and Biennial Transparency Reports by December 31, 2024.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	10	30
Result	N/A	N/A	N/A	10	14
Status					Unmet

Indicator Analysis for indicator 1.2.1.4: State and USAID fell short, providing support to 14 countries to enhance reporting capacity compared to a target of 30. This resulted in large part from international partners’ delays in responses and varying levels of prioritization for this work. This work remains a key U.S. Government priority. State and USAID will continue to track this indicator in the FY 2024-2025 Climate APG and adjust their approach based on lessons learned from the FY 2022-2023 period. As an example,

beginning in the first quarter of FY 2024, we stepped up systematic diplomatic outreach to better understand which countries need support so that we can increase the pipeline of partner countries for this effort.

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

Strategic Objective Progress Update

The number of people in need due to the impacts of humanitarian crises and disasters continued to grow during FY 2023, increasing by more than 12 percent since November 2022 to more than 363 million by November 2023, according to the United Nations Global Humanitarian Overview. This increase resulted from new and ongoing humanitarian crises such as Russia’s war in Ukraine, the crisis in the Levant, prolonged drought in the Horn of Africa, the Taliban takeover in Afghanistan, the outbreak of conflict in Sudan, and earthquakes in Syria and Türkiye, and floods in Libya, among other crises. The Department’s Bureau of Population, Refugees, and Migration (PRM) and USAID’s Bureau for Humanitarian Assistance (BHA) prioritize funding for the most vulnerable populations and advocate for increased humanitarian funding from other donors. PRM and BHA also advocate for appeals to be data-driven and well prioritized to ensure scarce resources target the most pressing humanitarian needs and have the most impact.

In FY 2023, BHA responded to 76 crises in 64 countries and provided more than \$9.8 billion in humanitarian assistance to help people affected by disasters and conflict, deliver emergency food assistance to refugees, and give communities tools they need to be resilient to future crises. PRM provided \$5.07 billion to support protection, assistance, and solutions for forcibly displaced or stateless persons, victims of conflict, and vulnerable migrants in at least 119 countries, including the ongoing relocation operation from Afghanistan,

Russia's ongoing war against Ukraine, unprecedented irregular migratory flows in the Western Hemisphere, and rebuilding the U.S. Refugee Admissions Program.

Increasingly complex operating environments affected USG humanitarian partners' ability to access populations in need. Working with interagency colleagues, both agencies implemented procedural and structural changes to help manage the increased risk environment.

Strategies for Achieving the Objective and Next Steps

- **Improving the Efficiency and Effectiveness of Humanitarian Responses:** The Department and USAID will continue to improve the effectiveness and efficiency of the humanitarian system through engagement in policy fora, multilateral institutions, donor coordination working groups, humanitarian leadership initiatives, and disaster response activities and by continuing to prioritize localization and community engagement efforts. Both agencies will use evaluations and lessons learned, such as lessons from previous and ongoing humanitarian responses to improve the effectiveness and efficiency of their operations, such as improving coordination with interagency partners; ensuring accountability and addressing risk through continued oversight; and will seek greater coherence among humanitarian, development, and peace programming. Examples of these efforts include the following:
 - In alignment with agency-wide efforts, BHA is developing new bureau-wide guidance including targets for direct funding to local actors for FY 2026-FY 2030.
 - BHA is additionally engaging extensively with the UN World Food Program on the rollout of its Reassurance Action Plan to improve risk mitigation and oversight measures of global operations by the end of 2024.
 - PRM is strengthening its participation in multilateral dialogues on accountability to crisis-affected persons (AAP) in response to recommendations of the 2023 independent evaluation of the bureau's AAP work, including organizing a dialogue with interested humanitarian donor governments to promote AAP through sharing of best practices and joint advocacy.

- **Multilateral Engagement and Diplomacy:** Both agencies will continue to build global partnerships, foster improved coordination among humanitarian stakeholders, and improve respect for international humanitarian principles through mandated international organizations and multilateral systems.

- BHA and PRM will continue to actively participate in the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Donor Support Group and UNHCR Executive Committee, respectively in strengthening each agency’s coordination and leadership performance to improve the effectiveness and efficiency of the humanitarian system.
- BHA and PRM will continue to participate in and influence UN executive boards, governance structures, and other ongoing strategic engagements, including drafting interventions and positions.
- BHA will continue to serve as the U.S. government lead for engagement with World Food Program (WFP) and OCHA. PRM will continue to serve as the U.S. government lead for engagement with UNHCR and the International Committee of the Red Cross (ICRC). PRM and BHA will support U.S. government engagement with other international organizations working in the humanitarian space, including the International Organization for Migration (IOM), UNICEF, WHO, the Food and Agriculture Organization of the United Nations (FAO), UN Women, and UNFPA, and with the multilateral system on humanitarian issues,
- **Bilateral Collaboration with Donor and Host Countries:** Both agencies will work with donors and host countries to effectively respond to new emergencies, identify and fill gaps, identify solutions to displacement, promote disaster risk reduction, and foster resilience and self-reliance. Both agencies will prioritize resources and advocacy to put protection of the most vulnerable populations at the center of every response.
 - BHA will support the work of the UN Special Advisor on Solutions to Internal Displacement through the end of his mandate in December 2024, including by encouraging linkages with multilateral development banks and other potential donors for solutions for displacement.
 - PRM and BHA will continue to engage donor and host countries at multiple levels to coordinate humanitarian financing and advocacy, as well as oversight of shared partners.
 - PRM will coordinate with host countries and other donors to realize USG commitments made on economic inclusion and social protection at the December 2023 Global Refugee Forum. Those pledges include expanding the refugee self-reliance initiative matching pledge; increasing private sector engagement to mobilize investment and support economic inclusion in refugee-hosting contexts; supporting multilateral development bank financing for refugees and host communities; and supporting the Comprehensive Regional Protection and Solutions Framework (*El Marco Integral Regional para la Proteccion y Soluciones* or MIRPS) Joint Pledge on Integration of Displaced Persons.

- **Broadening the Funding Base:** Both agencies will advocate for increasing funding and responsibility sharing for the global humanitarian system including the importance of expanding the base of donors that contribute regularly and at sustained levels to humanitarian organizations. Both agencies will continue their engagement with a broad array of stakeholders, and expand cooperation with local NGOs/actors, development and international finance institutions, the private sector, and diaspora.
 - BHA and PRM will continue to engage with global humanitarian donors, encouraging sustained funding coordinated within the international humanitarian architecture.
 - BHA and PRM, in coordination with the U.S. Department of the Treasury, will expand engagement with the World Bank in protracted crisis settings to identify opportunities for complementarity in funding approaches to meet both development assistance objectives and address humanitarian needs.
 - BHA and PRM will continue to work with the UN and the private sector, both multinational corporations and local businesses, to improve information sharing and coordination; capitalize on growing private sector investment in humanitarian response; and help humanitarian actors strategically use these investments to reduce silos, decrease duplication of efforts, and increase efficiency.
 - PRM will continue to explore innovative financing mechanisms through new partnerships with the private sector, the International Finance Corporation (IFC), and the U.S. International Development Finance Corporation (DFC).

- **Leverage Evidence:** Both agencies will invest in the use of data, evaluation, and research to inform programming choices, support effective humanitarian diplomacy, and inform communications with strategically important foreign audiences.
 - BHA and PRM will continue to support global data sources on key humanitarian issues, such as forced displacement, statelessness, and migration, to inform humanitarian assistance programming, strategies, and humanitarian diplomacy.
 - BHA will increase coordination with the private sector and leverage its big data analytics to improve the common operating picture for needs, enabling coherence and efficiency in the use of private sector resources to meet humanitarian needs.
 - PRM will continue to foster research and fund evaluation, including through an evaluation on the U.S. Refugee Admissions Program. PRM will also invest additional staff time in the aggregation of monitoring data across partners.

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.

Performance Goal Progress Update

The United States is the single largest donor to [United Nations High Commissioner for Refugees](#) (UNHCR) which provides life-saving humanitarian assistance across sectors, including access to health services, an important avenue through which the United States promotes physical well-being of populations of concern. With U.S. support, in FY 2023 UNHCR advocated for inclusion of refugees and other persons of concern in national health systems and plans, worked with partners in the provision of health services, and monitored access to health services.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	100	100	100	100
Result	N/A	N/A	N/A	100	100		
Status				Met	Met		

Indicator Analysis for indicator 1.3.1.1: The most recent UNHCR public health survey covering 49 countries reported that all 49 countries where data was available all allowed refugees to access primary health care facilities.

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.

Performance Goal Progress Update

Despite extraordinary needs worldwide, BHA has continued supporting complex emergencies, responding to new and worsening disasters, building resilience to future shocks, elevating USAID’s humanitarian voice, and promoting principled humanitarian action in the U.S. government (USG) interagency and with international partners. During FY 2023, BHA completed the transition from government-declared disaster declarations to declarations of humanitarian need. Despite this, BHA has remained on track for this Performance Goal and performance has improved since FY 2021.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	95%	95%	95%	95%	95%	95%	95%
Result	95%	91%	74%	86%	92%		
Status				Met	Met		

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, Deterrence, and Stability; Bureau of International Security and Nonproliferation; and Bureau of Political-Military Affairs
USAID	Bureau for Conflict Prevention and Stabilization

Strategic Objective Progress Update

USAID designates this Strategic Objective as making a Noteworthy Progress.

Through the Bureau of Political-Military Affairs (PM), the Department facilitated the provision of more than \$27 billion in military assistance for Ukraine in FY 2023. The Bureau also supported demining in Ukraine and has committed \$182 million since February 2022, deployed 93 new demining teams, and provided risk education to millions of civilians.

In Taiwan, the Department facilitated the inaugural use of Foreign Military Financing and Presidential Drawdown Authority (PDA), notified the most arms transfer cases in 30 years and played a key role in shaping relevant legislation. The Administration has notified almost \$5.9 billion in arms transfers since 2019 and \$1.7 billion in FY 2023 and executed PDA for Taiwan by notifying Congress of \$345 million of direct transfers from DoD stock to enable fast-track delivery.

The Department developed a three-part approach to update export controls under [The Trilateral Security Partnership Between Australia, U.K. and U.S.](#) (AUKUS) by 1) sharing a legislative proposal with Congress that significantly streamlines defense trade with the UK and Australia; 2) working to implement a novel use of existing export authorities, the AUKUS Trade Authorization Mechanism; and 3) working with our partners to create shared export control standards and reciprocity. PM has made significant progress with Australia on controlling military training and deemed exports, as well as progressed with the United Kingdom on military training.

USAID advanced efforts to: prevent, deter, and resolve conflicts through targeted activities, including projects to promote people-to-people reconciliation across 15 countries; provide support for over 18,000 women participating in peacebuilding processes; 81 new groups and initiatives dedicated to resolving conflicts, 44 peace and reconciliation events, training and activities, and executed timely interventions in response to complex crises and transitions in 17 countries.

USAID had developed country/region ten-year plans to address root causes of fragility and trained 1,674 USAID staff, interagency counterparts, and implementing partners on how to anticipate and prevent conflicts and atrocities in fragile communities through courses on conflict-sensitive aid, Women, Peace, and Security strategy (WPS), and atrocity prevention (AP).

USAID elevated prevention and collaborated with likeminded partners to address political drivers of conflict and fragility by implementing the [U.S. Strategy to Prevent Conflict and Promote Stability](#) (SPCPS) implementation in four countries (Haiti, Libya, Mozambique, and Papua New Guinea) and one region of Coastal West Africa (Benin, Côte d'Ivoire, Ghana, Guinea, and Togo).

The Department's Bureau of Arms Control, Deterrence, and Stability led the development of the [Political Declaration on Responsible Military Use of Artificial Intelligence and Autonomy](#) that focuses on reducing global risk and encourages responsible and rules-based Artificial Intelligence (AI). As a result, the United States obtained the endorsement of over 50 countries, including Australia, Japan

and Singapore. These countries have committed to concrete measures to guide the responsible development and use of military applications of AI and autonomy, and to continue dialogue on the declaration's implementation.

U.S. leadership in multilateral disarmament venues contributed to securing a landslide win in FY 2023 on the adoption of a UN resolution calling on countries not to use radiological weapons.

The Department's Bureau of International Security and Nonproliferation reached agreement for the launch of the "optimal pathway" for AUKUS as announced by President Biden in March 2023. In cooperation with AUKUS partners and the International Atomic Energy Agency (IAEA), the Department established the basis for developing and securing an arrangement with the IAEA on a safeguards approach that sets the highest nonproliferation standard for IAEA verification of naval nuclear propulsion programs. As announced at COP27 and Three Seas Initiative (3SI), the Department launched "Project Phoenix" to support secure and safe coal-to-small-modular-reactor conversion projects and advance energy security, nuclear security, and climate security imperatives for six Eurasian partner countries.

The Department launched the Women in Strategic Trade (WiST) initiative to promote the advancement, leadership, and meaningful participation of women in strategic trade controls.

The Department secured the support of 161 states at the UN to establish an action-oriented approach to implementing the Framework for Responsible State Behavior in Cyberspace.

The Department expanded the International Counter Ransomware Initiative (CRI) to 50 members in the third year since its launch, which improves our ability to undercut the viability of ransomware and pursue those responsible. It also developed and is leading implementation of a U.S. whole-of-government engagement plan to disincentivize ransomware safe havens in cooperation with U.S. partners and allies.

The Bureau for Cyberspace and Digital Policy (CDP) led a whole-of-government effort to help Costa Rica and Albania in the face of malicious cyber-attacks that crippled government operations and formalized the "Tallinn Mechanism" to coordinate effective and streamlined civilian cyber assistance to Ukraine.

The Department continued internationally coordinated efforts to hold malicious cyber actors affiliated with Russia, the People's Republic of China (PRC), Democratic People's Republic of Korea, and Iran to account. This included a series of actions against the Callisto Group, Star Blizzard, and COLDRIVER, which are connected to the Russian Federal Security Service (FSB) Center 18 for long-running cyber espionage campaigns that targeted numerous U.S.-based entities and individuals. The Department also worked to

deter the PRC's cyber intrusion into critical infrastructure through a coordinated global awareness campaign with 42 foreign allies and partners.

The Department & USAID concluded the inaugural Global Conference on Cyber Capacity Building with the Accra Call for Cyber Resilient Development, which aims to stimulate global action to build cyber resilience across development agendas. The Department's diplomacy elevated the awareness of the security risks of untrusted information and communications technology (ICT) infrastructure, culminating in agreements with 11 partner countries to allow private sector ventures to start building new secure networks to and through their country.

Strategies for Achieving the Objective and Next Steps

The Bureau of Political and Military affairs will continue implementing Foreign Military Sales (FMS) reform "FMS 2023," a ten-point action plan approved by the Secretary to retool arms transfer processes so that the United States remains competitive and efficient.

USAID will continue to mobilize technical and analytical expertise on peacebuilding, conflict, and violence prevention to support context-specific programming to prevent and respond to conflict and violence, promote stabilization, address complex political crises, and advance women's participation and leadership in building peace and security, including robust implementation of the U.S. Strategy to Prevent Conflict and Promote Stabilization, [U.S. Strategy for Women, Peace and Security](#), and [U.S. Strategy to Anticipate, Prevent, and Respond to Atrocities](#).

The Department will seek PRC substantive engagement on U.S. risk reduction proposals provided on November 6, 2023, at the first arms control and nonproliferation consultations in several years.

The Department will continue efforts to strengthen the Chemical Weapons Convention (CWC) including raising awareness of Russia's malfeasance and addressing the threat of chemical weapons use by Syria and non-state actors. This includes promoting the implementation of novel Organization for the Prohibition of Chemical Weapons (OPCW) accountability measures related to export controls of dual-use toxic chemicals and related materials to Syria.

The Department will seek to conclude the necessary legal agreements to enable the provision of naval nuclear propulsion material, equipment, and information to Australia as part of the AUKUS trilateral security partnership.

The Department will continue to work with the UK, Australia, and the International Atomic Energy Agency to develop a safeguards approach for Australia’s nuclear-powered submarine program that meets the highest non-proliferation standards.

Working with partners in the Proliferation Security Initiative (PSI), the United States will conduct outreach activities, particularly in underrepresented areas of the world that are vulnerable to proliferators, i.e., Africa and Pacific Islands. Through the Bureau of International Security and Nonproliferation, the Department will continue to explore the impact of, and challenges posed by, the evolution of critical and emerging technologies and proliferation practices, as well as the changing security environment and how to best respond to such challenges through a PSI lens.

CDP is doubling efforts to improve the quality, depth, and impact of cyber and digital diplomacy by strategically managing the type, nature, and frequency of engagements and ensuring there is a trained officer at every mission. This includes an emphasis on sustained engagement with and support for vulnerable strategic partners that are being unduly targeted by malicious actions from authoritarian actors.

During FY 2024, CDP will develop a flexible response capability, leveraging new authorities provided as part of the [FY2024 NDAA](#), to enable surge cybersecurity, digital, and recovery support to allies and partners where there is a U.S. national security imperative. The Department is continuing efforts to prevent the PRC and Russia from shaping multilateral forums and governance structures for the Internet and digital technologies, including new efforts around AI and 6G, so that their authoritarian practices are not sanctioned as responsible state behaviors.

As part of the National Cyber Security Strategy, the Department will launch the inaugural International Cyberspace and Digital Policy Strategy. The strategy will build on prior cyberspace strategies by providing a comprehensive framework for how the USG will approach cyberspace and digital policy priorities with our international partners.

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.

Performance Goal Progress Update

In April 2022, President Biden launched the implementation of the U.S. Strategy to Prevent Conflict and Promote Stability (SPCPS) in partnership with four countries (Haiti, Libya, Mozambique, and Papua New Guinea) and one region (Coastal West Africa – Benin, Côte d’Ivoire, Ghana, Guinea, and Togo). In FY 2023, SPCPS teams continued to work towards the implementation of their country

plans. Alongside these efforts, country and regional teams established formal and informal partnerships with the government, multilateral organizations, the private sector, and youth-led and women-led organizations. As a result, partnerships established in three or more of SPCPS countries are in progress. As implementation continues in FY 2024, it is expected SPCPS teams will make further progress towards the development and finalization of partnership agreements, including establishing outcome targets.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.4.1.1	Partnerships established in at least one priority country under the SPCPS (Joint)	FY 2022 Q4	In Progress	Please see the latest progress update below, in milestones 1.4.1.2
1.4.1.2	Partnerships established in 3 or more of SPCPS countries (Joint)	FY 2023 Q4	In Progress	Formal and informal partnerships have been established in nine SPCPS countries.
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	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.
1.4.1.4	SPCPS partnerships meet over 30% of partnership outcome targets in majority of SPCPS countries (Joint)	FY 2025 Q4	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.
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	Planned	Efforts to develop partnerships are underway in all SPCPS countries but are not yet at the point of establishing outcome targets.

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.

Performance Goal Progress Update

The Department’s strategy is based on the principle of digital solidarity which depends on developing meaningful relationships through sustained high-quality engagements. The Department’s efforts to date have focused on establishing relationships. As the policy area matures and the Department’s foreign partners’ capacity increases, the cadence needed to sustain policy outcomes will mature. This will allow the Department to manage efforts more strategically, which will result in fewer discrete partners engaged but increase the overall depth and quality of those relationships. FY 2023 saw the beginning of that shift. Year-to-year variation is expected as new and emerging issues impact previous policy outcomes.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	105	121	118	124	175	150	150
Result	111	132	145	166	168		
Status				Exceeded	Met		

Indicator Analysis for indicator 1.4.2.1: In FY 2023 there were 100 enhanced relationships, 38 sustained relationships, and 30 new partners. Annual variation is dependent upon the cadence of diplomacy and occurrence of major cyber events, which can heavily influence results. FY 2023 results reflect a doubling down on diplomacy and capacity building to drive results over notification and technical information sharing that played a substantial role in prior year results.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	79	125	95	111	290	300	300
Result	141	300	163	279	506		

Status				Exceeded	Exceeded		
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Indicator Analysis for indicator 1.4.2.2: Cyber and digital issues are inherently interconnected and must be layered together to achieve the desired policy outcomes. FY 2023 results reflect this comprehensive approach and an overall 171 percent increase in bilateral and multilateral engagements. The results include all partners’ engagements where a relationship was deemed enhanced. This resulted in a 113 percent increase in capacity building and 315 percent increase in bilateral engagements where relationships were enhanced.

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

Strategic Objective Progress Update

Recognizing the importance of U.S. government leadership on engagement with foreign publics in international information environments, outreach and engagement efforts focused on understanding, informing, and influencing foreign audiences to promote shared values. Research and analysis show that while the overall percentage of foreign audiences that support U.S. values and foreign policies appears to have remained unchanged from 2022, there has in fact been movement; support among publics in formerly more critical European nations has increased and support in what were previously more supportive emerging partner countries has waned by a similar margin, ultimately resulting in the same overall level of support globally.

In FY 2023, the Department completed evaluations on three priority initiatives and programs to assess the extent to which they are achieving their goals. These evaluations included an assessment to increase understanding of the facilitators and barriers surrounding DEIA in the context of international exchange programs, a three-country study on Media Literacy training, and program evaluations on the World Expo in Dubai. The evaluations provide insights to improve future programs and inform design decisions.

The U.S. government continues to focus on supporting and empowering our global team of expert communicators and public engagement professionals. Through training and capacity development opportunities, we are working to instill a culture of transparency, accessibility, and strategic entrepreneurship across leadership and working-level staff.

The Department and USAID are leading interagency collaboration efforts to leverage the resources and capabilities across the U.S. government to counter foreign malign influence, disinformation, and propaganda, which can only be successfully addressed in the long-term through a whole-of-government approach.

Strategies for Achieving the Objective and Next Steps

Continue to lead U.S. policy on engagement in foreign information environments while demonstrating respect and mutual concern for international issues. Bolster efforts to promote shared values and mutual understanding with foreign publics, ensuring staff are equipped with up-to-date knowledge, capabilities, skills, and technology to reach target audiences and that the outreach leverages the diversity of America.

Strategically utilize subject matter experts and evidence-based reporting in information environments where discussions and debates about issues and policies take place to ensure that U.S. foreign policy and public engagement effectively counter threats against democracy and our vision of a free, open, secure, and prosperous world.

Counter foreign malign influence, including disinformation and propaganda by building and revitalizing alliances and partnerships with individuals, organizations, and states to develop and sustain strategies and the capacity needed to build societal resilience to foreign malign influence threats. Empower democratic partners to make and affect informed decisions about our shared interests through consistent, timely, coordinated, and strategic messaging.

Develop a robust training and capacity-building enterprise to ensure communicators and public engagement professionals are empowered with the expertise and informed judgment to execute an effective national security strategy. Build and nurture strong teams based on mutual respect, inclusivity, and commitment to the mission. Strengthen coordination, tools, and resources for deployed staff to understand local information environments, respond to competing influences, and evaluate and adjust efforts in real time to support mission objectives.

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.

Performance Goal Progress Update

Establishing baseline data and refining program designs enables the U.S. government to better understand and communicate U.S. foreign policies and the democratic values at the heart of the American way of life. Unanticipated global events may continue to pose challenges for informing foreign publics about U.S. foreign policy and values.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	87%	90%	92%	93%
Result	N/A	N/A	88%	94%	95%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.5.1.1: In FY 2023, the Department reported 95 percent of foreign participants in State Department-sponsored exchanges confirm an increased understanding of U.S. culture and values. This is consistent with the results from last year and exceeds the 90 percent estimated target.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	47%	48%	49%	50%
Result	N/A	N/A	46%	45%	45%		
Status				Met	Met		

Indicator Analysis for indicator 1.5.1.2: For FY 2023, the Department found that 45 percent of surveyed individuals indicated support for U.S. values and foreign policy. The Department leveraged survey data and machine learning to produce insights and messaging recommendations for increasing support for partnering with the United States on technology and internet infrastructure development. For example, one study surveyed 12,000 respondents aged 18+ in Nigeria, South Africa, Japan, Malaysia, Philippines, Vietnam, the

UK, Egypt, Saudi Arabia, India, Brazil, and Mexico; identifying opportunities among six distinct audience segments for U.S. messaging to bolster support for U.S. technological leadership.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	47%	48%	70%	75%
Result	N/A	N/A	46%	93%	74%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.5.1.3: The FY 2022 result far exceeded the target set due, in part, to the type of programs that reported against this indicator – mainly programs where volunteerism is a *required* activity. In FY 2023, more programs reported against this indicator, some of which *encourage* volunteerism but do not require it.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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	Complete	See progress update below

Progress Update for milestone 1.5.1.4: In FY 2023, the Department completed an assessment to increase understanding of DEIA facilitators and barriers in the context of international exchange programs. The Department completed two additional relevant program evaluations in FY 2023. These programs were the World Expo Dubai and a three-country study on Media Literacy training programs. Insights from these evaluations will inform efforts at stemming the global threat of misinformation and disinformation. For detailed information on these two evaluations please see Department’s [Annual Evaluation Plan](#).

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.

Performance Goal Progress Update

Training support is now at expected levels, following faster-than-expected onboarding of new audience-research specialists and the addition of a half-time dedicated research coordinator. This excess performance is not expected to persist in the future, but there are no expected challenges to achieving target performance in future years so long as efforts to offer training are maintained and prioritized.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	25%	25%	25%	10%
Result	N/A	N/A	N/A	50%	37%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.5.2.1: State exceeded the performance target for increasing capacity to conduct audience research and analysis. This performance is the result of a faster-than-expected onboarding of new audience-research specialists in the Office of Policy, Planning, and Resources for the Under Secretary of Public Diplomacy and Public Affairs and the addition of a half-time dedicated research coordinator. This level of performance is not expected to persist in the future and, as a compounding indicator, continuing to project the same percentage increase in staff dedicated to conducting audience research in these offices is not feasible.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	State: 20 USAID: 45	State: 25 USAID: 45	State: 20 USAID: 45	State: 20 USAID: 45
Result	N/A	N/A	N/A	State: 26 USAID: 58	State: 27 USAID: 59		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 1.5.2.2: State trained representatives from 27 posts on concepts related to audience research, analysis, and segmentation. State exceeded the target number of posts due to an increase in the number of training courses offered by the Department's [Foreign Service Institute](#) (FSI) that include a specific curriculum element related to audience research and the addition of request-based training services for PD sections at post focused on the conduct of audience analysis and segmentation.

In FY 2023, USAID exceeded its goal to provide audience research, analysis, and segmentation training to a total of 59 Missions. By training USAID Mission leadership (Mission Directors and Deputy Directors) and Mission field communicators (Development Outreach and Communications officers) on these principles of strategic communications, Missions are gaining additional insight into their audiences, further tailoring messages to resonate, and prioritizing communications channels to communicate USAID’s impact effectively and support USG priorities.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
1.5.2.3	By 2024, achieve 100% deployment of the Contact Relationship Management tool to State Department overseas posts. (State)	FY 2024 Q3	Complete	The Office of Contact Relationship Management completed deployment to all but 2 overseas posts by December 31, 2021. Those that remained were in suspended operational status. Relationships are the currency of diplomacy, and CRM empowers Department staff to manage those relationships with best-in-class 21st century technology. With CRM deployed to all overseas Missions and 40 domestic offices, users across the Department can build networks, conduct outreach efforts and assess their effectiveness, as well as track interactions over time, capturing the life cycle of our relationships with contacts, including the reach and resonance of messaging around U.S. foreign policy priorities.

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

Strategic Objective Progress Update

In FY 2023, the Department of State and USAID continued to promote each of the policies outlined in this strategic objective, including enabling partners to build the infrastructure necessary for a modern society while:

- Promoting Transparency and anti-corruption;
- Securing allies and partners' seaports and related infrastructure; and
- Ensuring American firms and workers compete globally on every aspect of infrastructure.

The Department and USAID have demonstrated support for U.S. exports and related economic policy priorities through facilitating progress concerning standards-related barriers to trade reported through international organizations.

In FY 2023, the Department and USAID launched 15 new initiatives via the [Fiscal Transparency Innovation Fund](#) (FTIF) to enhance global macroeconomic stability by assisting countries in increasing transparency and accountability in public financial management.

The Department strengthened the minimum requirements of fiscal transparency of partner governments identified in the [2023 Fiscal Transparency Report](#) by assessing whether debt reports including for state-owned enterprises are published on a public-facing website, as well as whether each government's supreme auditing institution (SAI) is established in law or statute. Annual reviews of the fiscal transparency of governments that receive U.S. assistance help ensure U.S. taxpayer funds are used appropriately and provide opportunities to dialogue with governments on the importance of fiscal transparency.

In FY 2023, the Department continued engagement with partners, allies, and regional organizations; improved port operations/logistics, strengthened connectivity; and created a level playing field for U.S. private sector investment via Smart Ports Workshops, while helping countries resist coercive financing schemes and protect the sovereignty of their ports.

FY 2023 data from the [World Trade Organization on Technical Barriers to Trade](#) (TBT) indicates developing and least-developed country (LDC) Members are driving overall growth in transparency notifications aimed to prevent the creation of unnecessary standards-related obstacles to trade and investment.

Strategies for Achieving the Objective and Next Steps

The Department and USAID will continue to leverage the [USAID-American National Standards Institute Alliance](#) (ANSI) to provide partner countries WTO notification capacity building and technical assistance for standards development and implementation. This work also advances and preserves the democratic values (e.g., transparency, due process, consensus driven, openness) already embedded in the international standards system and promotes convergence of partner countries' standards with U.S. interests.

The Department and USAID will continue to provide targeted foreign assistance via the Fiscal Transparency Innovation Fund (FTIF) to help manage the impact of global economic shocks by promoting accountable public administration and sustainable economic growth, facilitating inclusive governance and management of natural resources, and strengthening governments' capacity to manage sovereign debt and financial stability through the following activities:

- Enhance natural resource management and Extractives Industries Transparency Initiative (EITI) compliance.
- Counter PRC influence and ability to engage in non-competitive deals with partner countries.
- Advance the independence and effectiveness of oversight bodies.
- Facilitate pro-transparency legislative reforms at the local and national levels.

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.

Performance Goal Progress Update

The Fiscal Transparency Innovation Fund continues to support U.S. exports and promote economic policy priorities. The WTO Committee on Technical Barriers to Trade has reported that developing and least-developed country members had increased engagement during FY 2023 as shown in the table below.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	1451	1516	1580	1615
Result	1309	1241	1418	1482	1549		
Status				Met	Exceeded		

Indicator Analysis for indicator 2.1.1.1: The FY 2023 result exceeded the projected target, and future targets project sustained growth for this indicator.

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.

Performance Goal Progress Update

Progress towards this performance goal has appeared to stagnate, although a closer inspection of the data reveals an increase in the percentage of Europeans surveyed who prefer the United States as an economic partner, and a decrease among individuals in emerging

partner countries. The Department will continue to use a multi-pronged public diplomacy approach to reach the leaders and citizens of emerging partner nations about the benefits of partnership in a variety of sectors, especially emerging technology.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	40%	41%	41%	42%
Result	N/A	N/A	39%	39%	38%		
Status				Met	Met		

Indicator Analysis for indicator 2.1.2.1: For FY 2023, the Department found that 38 percent of individuals surveyed globally preferred the United States over the People's Republic of China as an economic partner. Closer analysis of the data reveals an increase among Europeans surveyed from 36 percent to 38 percent, and a decrease among individuals in emerging partner countries (G77) from 40 percent to 38 percent. Other Department research has found that while European allies have largely supported the U.S. response to the war in Ukraine, emerging partner countries have been less supportive.

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; Bureau of Economic and Business Affairs; Bureau of Energy Resources
USAID	Bureau for Resilience, Environment and Food Security

Strategic Objective Progress Update

Food security:

USAID led implementation of the revised [Global Food Security Strategy \(2022-2026\)](#), helping the Feed the Future (FTF) to 20 targeted countries develop Country Plans, design, and implement activities. Additionally, USAID coordinated \$915 million in Ukraine Supplemental food security funds and Department of State managed \$145 million for programming that strengthened local capacity

for soil health, productivity and fertilizer supply and addressed macroeconomic shocks and nutrition gaps. This included USAID Mission programming:

- [USAID's Accelerated Innovation Delivery Initiative](#), which connects six million African smallholders with inputs, services, technical support and financing to improve production while strengthening local seed systems, extension and advisory
- [USAID's Space to Place program](#) which focuses on fertilizer use efficiency; and
- [State-USAID Vision for Adapted Crops and Soil](#).

Additionally, USDA, together with State and USAID, [announced](#) a \$25 million contribution to kick-start the Global Fertilizer Challenge to expand fertilizer and soil health programs globally, including in low- and middle-income countries.

Promoting inclusive and sustainable economic growth and opportunities:

- The Department launched [Cities Forward](#) to advance sustainable urban development, including by igniting equitable job creation and innovation investment. State released the [Strategic Framework for Space Diplomacy](#) to foster cooperation for long-term sustainability, commercialization, exploration, and space utilization.
- The Department launched the [End Plastic Pollution International Collaborative](#) and USAID scaled its [Save Our Seas Initiative](#) to galvanize innovative global action to solve the plastic pollution crisis.
- The Department negotiated and signed a new [10-year economic assistance agreement](#) with Pacific Island nations. USAID launched the [Climate Finance for Development Accelerator](#) supporting an inclusive economic transition.

Multilateral negotiations:

The Department led U.S. efforts in the negotiations and signing of the [High Seas Treaty](#) as well as negotiations on an [international plastics agreement](#). Through the [Artemis Accords](#), Department continues to connect nations with a common vision for peaceful, sustainable, and transparent cooperation in space. The Department led U.S. efforts to establish a Secretariat for the [Blue Dot Network](#) at the Organization for Economic Co-operation and Development (OECD).

The Department's efforts and foreign assistance programs ensure that the world does not suffer a two-speed energy transition in which the global south is left behind. Among many other achievements, the Department's Bureau of Energy and Resources (ENR) completed programming that increased renewable energy deployment in Indonesia; contributed to the standing up of a new energy regulator in Nepal, which Millennium Challenge Compact (MCC) credits for the successful Entry Into Force of the compact last year; and established a new energy security dialogue with Japan that has already expanded that critical partnership, while reinforcing the ongoing work with the Republic of Korea (ROK).

The Department's clean energy work in Central Asia includes methane abatement in Kazakhstan and Turkmenistan, and a new POTUS-mandated [C5+1 Critical Minerals Dialogue](#).

In the Western Hemisphere, ENR's diplomatic engagement with rapidly developing countries like Guyana and our expertise on credible alternatives for rapid and well-considered energy transition helped provide alternatives to global competitors. The Department also led efforts on the energy development and investment facilitation pillar of the [VPOTUS' PACC 2030](#) (U.S.- Caribbean Partnership to Address the Climate Crisis).

Strategies for Achieving the Objective and Next Steps

Food security: USAID will continue to support transformative Feed the Future programming and move the Accelerated Innovation Delivery initiative to sustainability while State and USAID will scale the [Vision for Adapted Crops and Soils](#). This will help make food and agriculture systems more inclusive, productive, and profitable, especially for small scale producers and micro to medium enterprises.

Promote inclusive and sustainable economic growth and opportunities: Both will support inclusive and sustainable global economic growth and invest in initiatives that support workers, families, and middle-class livelihoods. Both will support the full and empowered participation and prosperity of marginalized and underrepresented peoples, including indigenous, landless, extreme poor, marginalized populations, local communities, women, and youth. Both will also promote economic ecosystems based on transparency, efficiency, and rule of law.

Bolster Multilateral Leadership: State and USAID will advance U.S. leadership in multilateral processes, multi-stakeholder partnerships, and international agreements supporting inclusive and sustainable economic growth, natural resource management and governance, and cooperation in space exploration and utilization. They will promote adoption of U.S. innovations in green and blue technology and develop solutions that support climate change adaptation and mitigation, combat plastic pollution, protect and conserve natural systems, and safeguard global health and food security while growing economies and household incomes.

Strengthen local capacity: Through initiatives such as the [Global Innovation through Science and Technology Initiative](#), [Nature Crime Alliance](#) and [Feed the Future](#), State and USAID will strengthen local capacity – including by mobilizing public and private actors – to catalyze inclusive growth, improve the enabling environment, counter illegal activity, and tackle problems with local ingenuity.

The Department is focused on strengthening the regional energy integration to expand energy access and reliability and promote the Environmental, Social, and Governance (ESG) standards in mining to make the sector more sustainable.

The Department leads the G7 efforts to preserve both Ukrainian and broader European energy access in the face of Russia’s attacks on Ukraine’s energy infrastructure. The Department-led minerals Security Partnership catalyzes public and private investment among 14 countries and the EU into responsible critical minerals supply chains globally. The “Women in Energy” program seeks to broaden the role of women in the energy sector with the goal of expanding both energy access and sustainability of implemented energy policies.

The Department is continuing to increase renewable energy deployment in Indonesia through the Japan-U.S. Clean Energy Partnership, energy interconnectivity through the Japan-U.S.-Mekong Power Partnership, and offshore wind in the Philippines.

The Department’s support for carbon management among the world’s largest emitters, including Algeria, Egypt, and Iraq, will continue to be a priority, as well as continuing to engage with PRC in energy transition and help counter influence in energy and mineral sectors in the Western Hemisphere. To help advance clean energy transition and ensure diversified and resilient supply chains, the Department continues active engagement with countries such as Democratic Republic of the Congo (DRC), Zambia, Tanzania, Angola, and Mozambique that have rich deposits of critical minerals, and considerable clean energy resources.

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 Progress Update

USAID continues the agricultural extension and advisory services activity in Nigeria. USAID achieved \$1.15 billion more in sales than targeted due to increased effectiveness of yield-generating practices, thus affecting the aggregate.

Indicator 2.2.1.1: Value of annual sales of producers and firms that are receiving U.S. Government assistance in U.S. dollars (in billions).

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	\$1.82	\$2.16	\$2.49	\$2.67	\$3.22
Result	\$3.05	\$3.23	\$3.84	\$5.75	N/A
Status					N/A

Indicator Analysis for indicator 2.2.1.1: Final FY 2023 results were not available at the time of publication of this document. For final FY 2023 results see the FY 2024 Q3 Resilience and Food Security APG report on [Performance.gov](#).

Indicator 2.2.1.2: Average value per capita of agriculture-related financing received by females as a percent of the value per capita of agriculture-related financing received by males as a result of USG assistance.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	59%	75%
Result	N/A	N/A	N/A	47%	N/A
Status					N/A

Indicator Analysis for indicator 2.2.1.2: Final FY 2023 results were not available at the time of publication of this document. For final FY 2023 results see the FY 2024 Q3 Resilience and Food Security APG report on [Performance.gov](#).

Indicator 2.2.1.3: (retired) Number of Feed the Future (FTF) Evaluations Completed.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2
Result	N/A	Q1: 7 Q2: 2 Q3: 3 Q4: 4	Q1: N/A Q2: N/A Q3: N/A Q4: 3	Q1: 4 Q2: 6 Q3: 7 Q4: 7	Q1: 6 Q2: 1 Q3: 8 Q4: 8
Status					Exceeded

Indicator Analysis for indicator 2.2.1.3: In FY 2023, USAID exceeded the target for the number of FTF evaluations in Q1, Q3, and Q4. This indicator tracks the number of evaluations a Mission or partner uploads to the Development Experience Clearinghouse (DEC) within the quarter time frame. It is unclear what the causal factor is that caused USAID to exceed this target.

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.

Performance Goal Progress Update

Progress towards Performance Goal Statement 2.2.2 is on track due to sustained U.S. support for both natural resource management as a biodiversity conservation approach and the economic benefits it provides for human populations. Programming in future years is anticipated to sustain and expand these benefits.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	State: 150 USAID: 884,613 Total: 884,763	State: 100 USAID: 524,558 Total: 524,658	State: 100 USAID: 599,900 Total: 600,000	State: 100 USAID: 599,900 Total: 600,000	State: 100 USAID: 599,900 Total: 600,000	State: 1600 USAID: 599,900 Total: 601,500	State: 1500 USAID: 599,900 Total: 601,400
Result	State: 0 USAID: 649,401 Total: 649,401	State: 475 USAID: 511,490 Total: 511,965	State: 644 USAID: 827,212 Total: 827,856	State: 3108 USAID: 442,876 Total: 445,984	State: 3776 USAID: 578,655 Total: 582,431		
Status				State: Exceeded USAID: Unmet	State: Exceeded USAID: Met		

Indicator Analysis for indicator 2.2.2.1: The Department reached a larger than expected audience due to well-managed implementation of programs associated with USG sustainable landscapes activities and has increased the FY 2024 target accordingly.

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.

Performance Goal Progress Update

Results for FY 2023 slightly exceeded the target, largely due to more programs than anticipated resuming in FY 2023 after COVID travel restrictions were lifted and organizations impacted by Russia’s invasion of Ukraine resumed programmatic activities. The Department increased FY 2024 and FY 2025 targets slightly to account for this normalization.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	400	275	355	364
Result	N/A	N/A	238	271	331		
Status				Unmet	Exceeded		

Indicator Analysis for indicator 2.2.3.1: The FY 2023 result slightly exceeds the FY 2023 target as more [Arctic Council](#) projects than anticipated were revived during Norway’s FY 2023 chairmanship of the Arctic Council. State adjusted future projections appropriately.

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 Cyberspace and Digital Policy; Bureau of Arms Control, Deterrence, and Stability
USAID	Bureau for Development, Democracy, and Innovation

Strategic Objective Progress Update

In support of U.S. technological leadership, the Department and USAID:

- Launched the Office of the Special Envoy for Critical and Emerging Technology and the Bureau of Global Health and Security Diplomacy;
- Named a Science and Technology Adviser to the Secretary of State, fourteen Digital Development Advisors and three Digital Executive Fellows (USAID);
- Deployed seven U.S. Science Envoys;
- Advanced AI initiatives through venues like the UN and G7, initiating and internationalizing AI voluntary commitments and establishing AI partnerships on 3 continents;
- Strengthened bilateral partnerships and multilateral engagement on science and technology (S&T), cyber and digital policy, and implications for human rights, including by rejoining UNESCO, expanding cooperation with AUKUS partners, and launching a new Global Forum on Technology at the OECD;
- Developed the [Political Declaration on Responsible Military Use of AI and Autonomy](#);
- Led outreach to partners on advanced computing and semiconductor export controls and led negotiations for new [Wassenaar Arrangement](#) controls;
- Developed guiding principles for responsible use of surveillance technology;

- Expanded the [Roadmap for the Global Partnership for Action on Gender-Based Online Harassment and Abuse](#) to 14 countries and strengthened language in multilateral fora.

To strengthen competitiveness, the Department and USAID:

- Increased transatlantic partnership via the [U.S.-EU Trade and Technology Council](#);
- Allocated \$100 million through the [CHIPS and Science Act's International Technology Security and Innovation Fund](#) to secure ICT and semiconductors supply chains;
- Helped secure an open Internet in emerging markets;
- Built new partnerships to strengthen civil-nuclear cooperation and showcase advanced US nuclear technology.

To enhance and protect the U.S. innovation base and leverage technology to improve lives, the Department and USAID:

- Enabled coordinated responses to cyber-attacks, advanced Internet freedom and development programs, and countered foreign disinformation through cyber and digital dialogues and capacity building efforts;
- Mobilized additional private capital (\$275 million cumulatively) for connectivity and digital services across 38 countries and launched 4 new public private partnerships through [Digital Invest](#) (Digital Connectivity and Cybersecurity Partnership);
- Conducted 9 Digital Ecosystem Country Assessments, totaling 39 cumulatively; and
- Connected U.S.-based STEM businesses and research institutions with J-1 exchange visitors.

Strategies for Achieving the Objective and Next Steps

In FY 2024, the Department and USAID will:

- Continue efforts to strengthen U.S. leadership and competitiveness in technology, while promoting democratic values and countering authoritarianism;
- Continue its leadership in multilateral fora to shape norms, values, and standards;
- Continue to strengthen semiconductor supply chains and secure information and communication technology via the ITSI;
- Expand the Digital Invest program to spur private sector investment for connectivity infrastructure and tech-enabled companies;
- Advance democratic progress and counter authoritarianism as the co-chair of the OECD DIS/MIS Information Resource Hub;
- Prevent and respond to technology-facilitated gender-based violence;
- Strengthen enabling environments, including regulatory, for ICT and digital ecosystems; and
- Develop an AI in Global Development Playbook and Global AI Research Agenda.

USAID will continue to support research, innovation, and technology through the:

- [Women in the Digital Economy Fund](#);
- Expansion of the eTrade Alliance;
- Water for Energy and Food Grand Challenge;
- Digital Apex partner cybersecurity support;
- Mozilla Foundation partnership;
- [Global Index on Responsible AI](#);
- Long-term Assistance and Services in Research and BRIDGE programs;
- Participation in global digital finance alliances.

The Department will support international cooperation to:

- Advance fusion energy, biotechnologies, and quantum;
- Promote responsible and rights-respecting uses of AI;
- Continue diplomatic engagement to counter the proliferation and misuse of commercial spyware;
- Develop and implement strategies for critical & emerging technologies;
- deploy U.S. energy and environmental technologies to strengthen energy security, enhance sustainability, and protect the environment;
- Promote scientific/research integrity and security and strengthen the global research enterprise;
- Promote the United States as a destination of choice for international students and scholars;
- Expose and counter foreign disinformation and propaganda and promote information integrity;
- Maintain a modern and agile export control system for defense articles and services;
- Engage the lethal autonomous weapons systems (LAWS) Group of Governmental Experts (GGE);
- Leverage the [Key Verification Assets Fund](#) to bolster arms control verification solutions;
- Advance normative and technical approaches for the responsible military use of emerging technologies.

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.

Performance Goal Progress Update

The Secretary of State and USAID Administrator participated in 88 engagements and partnerships to raise the importance of science and technology (S&T) issues in diplomacy. A strong international focus on S&T due to climate change, health security, and strategic competition, helped drive frequent engagement at senior-levels and across Department and USAID equities and helped promote innovation ecosystems aligned with U.S. values. Increased geopolitical tensions around the globe have also decreased Cabinet-level focus on S&T from previous fiscal years.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	State: 37 USAID: 14	State: 59 USAID: 15	State: 49 USAID: 27	State: 50 USAID: 28
Result	N/A	N/A	State: 36 USAID: 13	State: 58 USAID: 27	State: 48 USAID: 27		
Status				State: Exceeded USAID: Exceeded	State: Unmet USAID: Exceeded		

Indicator Analysis for indicator 2.3.1.1: The Department met 81 percent of the target number of Secretary-level engagements in FY 2023. Overall, the Department has increased S&T engagements at senior levels, but attention was also seized by ongoing geopolitical tensions. A Joint Strategic Plan-defined priority on S&T has contributed to more Department capacity at multiple levels of engagement to participate in and initiate greater numbers of partnerships, alliances, and dialogues on S&T issues.

USAID exceeded the FY 2023 target by 180 percent, demonstrating the value of innovative mechanisms and field presence. In AI, partnerships included the [Responsible Computer Science Challenge with Mozilla](#), the [Equitable AI Challenge](#), and advisory on AI strategies. In cybersecurity, activities included an [Information Sharing & Analysis Center](#) for the humanitarian sector and capacity building in 8 countries. USAID also gathered more than 3,000 participants through forums focused on digital health, agriculture, and global digital development.

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.

Performance Goal Progress Update

Global Internet freedom declined for the 13th consecutive year, facilitated by the misuse of artificial intelligence to enable disinformation, censorship, and surveillance. However, the Department led diplomatic and civil society engagement to counter the misuse of commercial spyware, and advanced discussions on digital inclusion and rights-respecting AI, countered surveillance technology misuse, and condemned Internet shutdowns as chair of the Freedom Online Coalition.

USAID leads [Greater Internet Freedom](#), a four-year, \$22.2 million global project that strengthens the capacity of civil society, independent media, and human rights defenders on digital security and digital governance.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	54	55	55	55
Result	N/A	N/A	52.7	52.5	52.2		
Status				Met	Met		

Indicator Analysis for indicator 2.3.2.1: [Freedom House](#) reported that the environment for Internet freedom, which includes Internet access, the legal and regulatory framework, and the ability to exercise human rights online improved in 20 countries and declined in 29 countries of the 70 countries included in its Freedom on the Net report.

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

Strategic Objective Progress Update

Economic resilience: The Department continued engagement with partners, allies, and regional organizations to improve port operations/logistics, strengthen connectivity, and create a level playing field for U.S. private sector investment, while helping countries resist coercive financing schemes and protect the sovereignty of their ports.

Food systems resilience: USAID supported cross-sectoral investments to strengthen resilient systems in areas of recurrent crises, including with \$915 million in Ukraine Supplemental food security funds that helped sustain development progress, created in part through Feed the Future investments of approximately \$900M in more than 20 countries, while reducing the unsustainable costs of responding to large-scale humanitarian emergencies. USAID initiated [Resilience Food Security Activities](#) (RFSA) in Somalia and Madagascar, bringing the total number of ongoing RFSA to 26, representing an annual expenditure of \$365 million. The Agency promoted food systems resilience in important global fora, including as co-host of a Resilience Evidence Forum that attracted more than 1,000 virtual and in-person participants.

Technological resilience: The Department led international engagement on [Executive Order 14104](#), *Federal Research and Development in Support of Domestic Manufacturing and United States Jobs*.

Environmental resilience: The Department launched the [Nature Crime Alliance](#) to target the routes, operations, products, and proceeds of nature crime globally and supported the launch of the [Global Biodiversity Framework Fund](#). At the Our Ocean Conference, the Department announced [\\$6 billion in commitments](#) to address threats to our ocean. The Department continued its leadership role in the exchange of practical climate mitigation information via the [Greening Government Initiative](#), the expansion of the Eco-Capitals

[Forum](#), and as co-chair of the Network of Sustainable Foreign Ministries. The Department submitted [two reports](#) to President Biden on stopping international deforestation. This work complements climate resilience efforts summarized under Strategic Objective 1.2.

Strategies for Achieving the Objective and Next Steps

Improve Abilities to Anticipate Shocks: The Department and USAID will prioritize systems for identifying political, economic, environmental, or technological shocks or disruptions at their earliest stages. Where possible, both agencies will mobilize resources to address potential 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.

Build Capacity to Manage Risks and Prevent Shocks: State and USAID will build and support local adaptive capacities to ensure that institutions, communities, and systems are strong and sufficiently supported.

Advance Regional Cooperation: The Department will foster regional relationships to address cross-cutting problems, including in entities such as the [Partnership for Atlantic Cooperation](#) and the [Partners in the Blue Pacific](#).

Enhance Stakeholder Engagement: The Department and USAID will cultivate productive, creative relationships with the private sector and civil society through events such as the [Our Ocean Conference](#) and partnerships such as the [End Plastic Pollution International Collaborative](#) and the [Just Energy Transition Partnership](#), 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.

Performance Goal Progress Update

Progress towards Performance Goal 2.4.1 is behind schedule due to scheduled closure of a State-funded program in Chile. This inter-annual variation is expected and is the reason that the Performance Goal was set as an average achievement by 2026. It is expected

that combined State and USAID programming will meet or exceed the target of 200 million hectares on average under improved natural resource management annually by September 30, 2026.

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, in millions. (Joint - Disaggregated by State and USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	State: 20 USAID: 146.3	State: 89 USAID: 98.8	State: 90 USAID: 110	State: 90 USAID: 110	State: 90 USAID: 110	State: 90 USAID: 110	State: 90 USAID: 110
Result	State: 88.8 USAID: 208.8	State: 88.9 USAID: 107.2	State: 89.1 USAID: 133.4	State: 90.4 USAID: 123	State: 2.735 USAID: 107		
Status				State: Exceeded USAID: Exceeded	State: Unmet USAID: Met		

Indicator Analysis for indicator 2.4.1.1: State’s FY 2023 target for Performance Goal Statement 2.4.1 was unmet due to scheduled closure of a large program in Chile. This inter-annual variation is expected and is the reason that the Performance Goal Statement was set as an average achievement by 2026. However, continuation or creation of new projects in the region is uncertain due to funding limitations and may impact State’s ability to meet future targets.

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.

Performance Goal Progress Update

The [2022-2026 Global Food Security Strategy](#) country plans reflect increased emphasis on climate adaptation, and we have selected this indicator on ‘cultivated area with climate adaptation’ as a key initiative-wide metric for which USAID Operating Units with Feed The Future funding will be responsible for increasing their focus. Increasing farmers’ access and use of tailored, relevant climate

information products will improve farmers’ management of their cultivated hectares in a climate-adaptive way, and such practices should be promoted.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	0.893	1.3	1.4	1.3	1.9	1.1	0.390
Result	1.1	1.2	2.0	2.0	2.2		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 2.4.2.1: FY 2023 actuals were about 16% higher than the FY 2023 target. The FY 2023 result does not include the USAID-Nigeria Activity². Based on historic reporting, USAID expects an additional contribution of 500k hectares to the FY2023 result once data are finalized. The FY 2023 result and FY 2024-2025 targets represent incomplete data at the time of publication of this document. Final FY 2023 results data will be included in the FY 2024 APR.

² #2339: Feed the Future Nigeria Agricultural Extension and Advisory Services

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

Strategic Objective Progress Update

The [Summit for Democracy](#) kicked off work on 750 different commitments, organized Democracy Cohorts between governments and civil society, and served as a catalyst for bilateral and multilateral engagement on deliverables and progress on explicit commitments. Participating governments established democratic benchmarks and held themselves accountable. For example:

- Ecuador established a National Anti-Corruption Strategy;
- France, Slovakia, and New Zealand joined the United States in contributing additional financial support to media sustainability and journalists' protection;
- Angola has taken meaningful steps toward creating an independent judiciary, starting with the creation of three regional courts of appeal;

- Kosovo established a Presidential Council on Democracy and Human Rights to drive and monitor the implementation of its commitments.

The United States, via leadership within the Community of Democracies, supported resilient democracies through joint statements on fundamental freedoms and human rights in Iran and on Ukraine's defense of its democracy; discussed anti-democratic actions in Guatemala and supported assessments of the country's compliance with the Warsaw Declaration; and elevated young democratic voices in Costa Rica to foster youth civic and political participation.

Under the [Presidential Initiative for Democratic Renewal](#) (PIDR), the United States made significant progress under all five objectives. For example, in FY 2023, the United States supported independent media in at least 40 low-middle income countries, provided legal support and a defense fund for investigative journalists and newsrooms, and partnered with the private sector to fund eleven promising solutions to counter corruption in green mineral supply chains. The United States also worked with leading electoral integrity actors from around the world to launch the [Global Network for Securing Electoral Integrity](#) (GNSEI), the first standing platform to facilitate systematic cooperation to advance electoral integrity.

Strategies for Achieving the Objective and Next Steps

Demonstrate Democracy Delivers:

The Department and USAID will continue to 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.

The Department and USAID will continue to provide technical and material assistance to democratic institutions, local organizations, and activists working to revitalize democracy around the world.

Our two agencies will employ strategies that elevate local voices, advance technology for democracy while protecting information integrity, and surge support to countries experiencing democratic openings.

Employ Collective Strength:

The Department and USAID will continue to build alliances based on shared democratic values and will pool our collective strength to promote democratic values, accountability, and equal rights for all.

The United States will harness the power of collective democratic action in the fight against corruption, bolstering multilateral institutions and pushing our partners to live up to their international obligations. In FY 2023, the United States began a three-year term on the [Open Government Partnership](#) (OGP) Steering Committee.

The United States will use this leadership position to advance good work on open governance, transparency, accountability, and anti-corruption worldwide, while also working to improve the OGP National Action Plan process domestically.

Additionally, the United States continues to explore how the commitments made under the Summit for Democracy can be integrated into long-standing platforms such as the Freedom Online and Media Freedom Coalitions and others.

Learning and Adapting for Better Results: With many PIDR and related programs launched, the United States developed a monitoring, learning and evaluation (MEL) framework to facilitate decision-making to ensure programs are adapting to changing conditions and delivering on their objectives. With country-level MEL frameworks in place and reporting quarterly, USAID is also establishing a global learning agenda to examine the impact of PIDR initiatives and capture best practices.

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.

Performance Goal Progress Update

The Department and USAID continue to build momentum for Summit for Democracy Deliverables, PIDR Initiatives and related foreign assistance and policy programs. Most initiatives have completed complex assessment and planning stages and begun implementation. At present, these programs are broadly on track to achieve their results. Initiative-wide MEL frameworks have been established and Learning Agendas are being formulated. Frequent steering committee/secretariat-style meetings ensure that all efforts are being monitored for progress.

Key Performance Indicators

Indicator 3.1.1.1: Number of USG-assisted consensus-building processes³ resulting in an agreement. (Joint – Disaggregated by State and USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	State: 20 USAID: 101	State: 20 USAID: 32	State: 150 USAID: 120	State: 150 USAID: 120
Result	N/A	129	34	State: 18 USAID: 211	State: 219 USAID: 127		
Status				State: Met USAID: Exceeded	State: Exceeded USAID: Exceeded		

Indicator Analysis for indicator 3.1.1.1: State: FY 2023 results for this indicator exceeded the set target. Given the complex nature of Democracy Human Rights and Governance (DRG) foreign assistance awards, the results fluctuated from the set target due to shifts in the operational environment, emergent opportunities, and unexpected challenges. With a significant number of partners now contributing to this indicator, rather than it being driven by a smaller set of awardees, the Bureau of Democracy, Human Rights, and Labor (DRL) has adjusted State's outyear targets upwards.

USAID: FY 2023 results for this indicator exceeded the set target. During FY 2023, political developments necessitated new consensus-building efforts around political processes. For example, in Guinea, USAID provided technical support for additional consensus building efforts to address critical transition issues including law drafting, the new constitution, the censuses, the national dialogue framework, and inclusion of women and marginalized populations in the transition processes. USAID's outyear targets will be returning to numbers much closer to the FY 2022 target which is more consistent with past achievements.

³ 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.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	80%	80%	N/A	N/A
Result	N/A	N/A	N/A	95%	N/A		
Status	N/A	N/A	N/A	Exceeded	N/A		

Indicator Analysis for indicator 3.1.1.2: FY 2023 data with the current methodology are not available for this indicator and the Department is retiring this indicator. A new monitoring and evaluation system has been established and a new performance indicator measuring the percent of people trained who demonstrated improved knowledge or skill in recognizing, understanding, exposing, or countering foreign malign actor information manipulation, information, or propaganda will ensure data collection and reporting availability in FY 2024 and beyond.

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.

Performance Goal Progress Update

The Department and USAID continue to strengthen the executive, legislative and judicial sectors. In FY 2023 at the Summit for Democracy, USAID released its first Rule of Law (ROL) Policy to re-emphasize the importance of ROL and adopt a People-Centered Justice (PCJ) approach to strengthen public trust in justice systems. USAID instituted new ROL programs implementing a PCJ approach and launched its ROL IDEAS Lab to generate data, develop cutting-edge tools, and ideate innovative approaches.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	State: 122 USAID: 225	State: 10 USAID: 273	State: 20 USAID: 257	State: 20 USAID: 250
Result	N/A	339	703	State: 19 USAID: 248	State: 14 USAID: 94		
Status				State: Unmet USAID: Met	State: Exceeded USAID: Unmet		

Indicator Analysis for indicator 3.1.2.1: The Department of State’s Bureau of International Narcotics and Law Enforcement Affairs (INL) supports the improved court case management systems through a variety of programming approaches including establishing manuals of procedures, providing software and Information Technology, improving work tools, and offering targeted trainings. FY 2023 results for this indicator exceeded the target because a new program in Nigeria began reporting improvements in their targeted courts. INL anticipates continued fluctuation and growth in this indicator as new programs are planned in additional countries.

USAID continues to strengthen justice systems that respond to people’s needs, including improving digitization and case management. USAID continues to collect data from Missions on this indicator at the time of this document publication. Final FY 2023 results and FY 2024-2025 targets will be updated in the FY 2024 APR.

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 target countries.

APG Progress Update

Given the recent trend toward authoritarianism, USAID surged resources and staffing support to democratic openings when they occurred. As democratic breakthroughs are inherently unpredictable, USAID employed flexible, multi-year commitments, worked across development sectors, cultivated partnerships and a grew its rapid response capability.

Key Performance Indicators

Indicator 3.1.3.1: (retired) Percent of DRG project solicitations in target countries that call for evidence-based approaches.

Value Type	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Target	N/A	N/A	N/A	28.5%	50%
Result	N/A	N/A	28.5%	66.7%	66.7%
Status					Exceeded

Indicator Analysis for indicator 3.1.3.1: DRG continued to exceed the target in CY 2023. USAID gathered data for this indicator using machine reading software to scan USAID DRG solicitation documents for evidence-based technical approaches in target countries at a much quicker pace than just with the human eye alone. Due to this, the team was able to tally the results more accurately and efficiently for this indicator.

Indicator 3.1.3.2: Percent increase in V-Dem Civil Society Participation Index for target countries.

Value Type	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Target	N/A	N/A	N/A	2.5%	5%
Result	N/A	N/A	1.1%	4.8%	3.3%
Status					Unmet

Indicator Analysis for indicator 3.1.3.2: DRG did not meet the set target in CY 2023 of 5 Percent. USAID gathered data for this

indicator using the [V-Dem Civil Society Participation Index](#). Globally, there was an increase from 2021-2022 and a decrease globally from 2022-2023 which can be attributed to the decline trend in results for this indicator.

Indicator 3.1.3.3: (retired) Number of new DRG Center learning resources produced.

Value Type	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Target	N/A	N/A	N/A	27	30
Result	N/A	N/A	25	24	33
Status					Exceeded

Indicator Analysis for indicator 3.1.3.3: Over the course of the FY 2022 - FY 2023 APG cycle, USAID produced 94 new learning resources (28 in 2021 + 38 in 2022 + 28 in the first three quarters of 2023), surpassing the goal of 87 new learning resources during this period (28 in 2021 + 29 in 2022 + 30 in CY 2023). In the first three quarters of CY 2023, USAID produced over 28 new learning resources. In the final quarter of CY 2023, USAID produced 5 additional learning resources for a total of 33 resources.

Indicator 3.1.3.4: (retired) Downloads of data portrait and indicator inventories from idea.usaid.gov/drg.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	Q1: 320 Q2: 571 Q3: 738 Q4: 693	Q1: 994 Q2: 1163 Q3: 1331 Q4: 1500
Result	N/A	N/A	N/A	Q1: 320 Q2: 489 Q3: 657 Q4: 826	Q1: 6689 Q2: 9690 Q3: 5567 Q4: 5188
Status					Exceeded

Indicator Analysis for indicator 3.1.3.4: In FY 2023, USAID modified this indicator to include use of all resources on the DRG [Local Empowerment](#) (LEAP) platform. USAID continues to increase awareness of DRG data resources, which it now advertises in weekly newsletters and highlights in its monthly DRG Learning Digest.

Strategic Objective 3.2: Advance Equity, Accessibility, and Rights for All. (Joint)

Strategic Objective Leads

Agency	Bureau
State	Bureau of Democracy, Human Rights, and Labor
USAID	Bureau for Inclusive Growth, Partnerships, and Innovation; Bureau for Democracy, Human Rights, and Governance

Strategic Objective Progress Update

State and USAID continued a number of strategies in FY 2023 to advance this strategic objective, such as: increased the local expert participation in evaluations to incorporate local knowledge and voices; continued to resource civil society actors to strengthen social inclusion; increased access to justice, empower movements, protection from violence; and safeguarded and protected the fundamental human rights of vulnerable or historically underrepresented populations: women and girls in all their diversity; LGBTQI+ persons; persons with disabilities; migrants; members of underrepresented racial, ethnic, and Indigenous communities; and non-dominant religious group members.

In FY 2023, planned foreign assistance investments aligned to the Advancing Racial Equity Key Issue totaled \$75.5 million globally in the third year of reporting. Foreign assistance aligned to Gender Equality Key Issues totaled \$2.6 billion globally, doubling investments from prior fiscal year.

The [Gender Equity and Equality Action \(GEEA\) Fund](#), managed by USAID’s Gender Equality and Women’s Empowerment Hub (GenDev) and implemented by USAID, and the Department of State directly supported 58 activities across 63 countries, actively engaged over 125 governments, private sector companies, foundations, and civil society organizations that have contributed resources and expertise to increase innovation and impact that further women’s economic security.

USAID launched the [2023 Gender Policy](#) which provides the vision for USAID’s work to advance gender equality and women’s empowerment around the world, establishing strategic objectives and guiding principles and driving investments across Agency operations and programs in order to achieve these aims. USAID’s new LGBTQI+ and existing Indigenous Peoples, Disability and Youth policies guide and reinforce USAID’s commitment to inclusion, locally led development, and human rights.

Since Secretary Blinken released the Department of State's first [Equity Action Plan](#) in 2022, the Department has increased efforts to embed equity in foreign affairs work through diplomatic engagements, high-level dialogues, multilateral efforts, foreign assistance, public diplomacy programs and messaging, and procurement and contracts. These efforts have raised the visibility of racial and other inequities globally and generated better-informed foreign policy to decrease barriers to equity and equality worldwide.

The Special Advisor for International Disability Rights helped develop the first Disability Rights cohort within President Biden's Summit for Democracy initiative.

The Special Representative for Racial Equity and Justice (SRREJ) joined the Secretary of State for the signing of the [North American Partnership for Racial Equity and Inclusion](#) at the 2023 North American Leaders' Summit.

The United States, represented by the U.S. Ambassador to the United Nations and the Special Envoy to Advance the Human Rights of LGBTQI+ Persons, led a coalition of countries, along with the United Nations LGBTQI+ Core Group, which called upon the [United Nations Security Council](#) to better integrate LGBTQI+ human rights under its international peace and security mandate.

State and USAID continued to advance their respective Action Plans for the National Strategy on Gender Equity and Equality. USAID stood up activities to support Missions and Bureaus' abilities to promote gender equality and inclusive development. [Local Empowerment \(LEAD\)](#) will advance gender equality through a focus on technical assistance, gender analyses, cross-sectoral programmatic support, thought leadership, and knowledge dissemination. [Building Evidence for Decision-Making](#) (BE4D), with an integrated gender advisor integrated into the core team, will promote a gender lens on building evidence use and data for decision making across the Agency. IDEA supports engagement with and the priorities of marginalized and underrepresented groups and provides rapid response to urgent threats/crises.

State developed Regional Strategies for Gender Equality Engagement, which identified key opportunities to advance gender equality in select focus countries.

USAID established a new Accountability Team with responsibilities to ensure implementation of its Social, Environmental and Economic Accountability Mechanism (SEE-AM).

Pursuant to the [Women, Peace, and Security Act of 2017](#), State coordinated the interagency update to the Strategy. State and USAID also submitted respective Implementation Plans for the updated Strategy to Prevent and Respond to Gender-based Violence Globally and the new U.S. Strategy on Global Women's Economic Security in Fall 2023.

USAID has produced [resources](#) to support missions such as updated Gender 101 training and inclusive development training; has updated the Automated Directives System (ADS) 205, including a new Inclusive Development ADS 201 Help Document; and developed webinars to support Gender Integration in Monitoring, Evaluation, and Learning (MEL) processes as well as on inclusive development across the Program Cycle and best practices for Advancing Racial Equity.

State launched a new Gender Analysis Framework and Matrix to advance the Department's Plan to Mandate Gender Analysis and trained 159 personnel through five standalone and four [FSI](#) offerings in 2023. State held four three-day offerings of Promoting Gender Equality to Advance Foreign Policy courses at FSI for 71 personnel in 2023, and secured expansion of the course to four days beginning in 2024.

During FY 2023, the Department continued to advance human rights by engaging in strategic bilateral and multilateral diplomacy, investing targeted foreign assistance, supporting institutions and processes that facilitate human rights, and protecting and advancing the rights of marginalized populations and traditionally underserved communities around the world. USAID prevented and mitigated human rights violations by enhancing legal frameworks and strengthening institutions. State and USAID protected human rights defenders, journalists, and other at-risk populations by protecting their security, safety and well-being. State and USAID responded to human rights violations by increasing access for victims of human rights to justice and legal representation.

Strategies for Achieving the Objective and Next Steps

The Department will continue to leverage technical leadership driven by the Equity Principals to protect inclusive democracy, combat hate, advance racial equity and justice, protect LGBTQI+ persons, promote respect for disability rights, and advance gender equity and equality, all on a global basis. In addition to external engagement, the Department will institutionalize equity strategies internally across the organization.

The Department is developing rules which would institute a comprehensive nondiscrimination policy in Department-funded foreign assistance contracts and grants.

The Department will update operational policies and procedures to advance equity broadly – including the Foreign Affairs Manual, technical guidance and tools, and trainings on gender equality integration. In FY 2024, State will develop a distance-learning version of the FSI course 'Promoting Gender Equality to Advance Foreign Policy'.

Stakeholders across the Department are leading development of the Community Participation Analysis Tool (CPAT). The CPAT is intended to assist Department personnel to design equity-sensitive policies, programs, and processes and will be formally piloted in

early FY 2024.

The Department will continue to advance equity through key legislation, including advancement of the Women, Peace, and Security Act and working with interagency partners to align implementation of the [Global Fragility Act of 2019](#) and [Elie Wiesel Genocide and Atrocities Prevention Action of 2018](#).

USAID will launch a public-facing microsite called [GenderLinks](#) in 2024, which will serve as the first-ever USAID online platform to conveniently access relevant gender resources through robust search functionality, including: 1) Technical materials, 2) Communications resources; and 3) Training guidance; and more.

In FY 2024, USAID will:

- Host a global gender conference in May 2024 in Washington, D.C., bringing together Agency gender advisors and points of contact, select implementing partners, and external gender experts to strengthen approaches toward implementation of USAID's 2023 Gender Policy.
- Conduct and disseminate research and studies to foster new improved approaches and increase inclusion and equity as well as increase programs that place local communities in the lead to co-design projects, set priorities, drive implementation, and/or evaluate progress and impacts.
- Issue an updated Disability Policy in 2024 and develop actions to advance equity efforts based on completed assessments.

USAID and State will contribute to efforts to prevent human rights abuses by conducting atrocity risk assessments and issuing recommendations to anticipate, prevent, and respond to atrocities.

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.

Performance Goal Progress Update

In FY 2023, the Department continued to advance global efforts to prevent human rights abuses, protect human rights defenders and respond to human rights abuses, employing an intersectional approach. This included providing training and support for over 40,000 human rights defenders and emergency assistance to civil society organizations (CSOs). USAID Washington supported Missions to

address gross and serious human rights violations globally. Through its [Human Rights Grant Program](#), USAID supported 16 Missions globally, and the Agency's Human Rights Support Mechanism (HRSM)'s Rapid Response supported 16 Missions in addressing human rights violations in an urgent manner. USAID's HRSM ended at the end of FY 2023 with 18 active Associate Awards, three of which were issued during FY 2023.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	State: 20 USAID: 20	State: 25 USAID: 25	State: 30 USAID: 30	State: 65 USAID: 35
Result	N/A	N/A	State: 30 USAID: 53	State: 130 USAID: 62		
Status			State: Exceeded USAID: Exceeded	State: Exceeded USAID: Exceeded		

Indicator Analysis for indicator 3.2.1.1: Human rights programming is integral to State and USAID foreign assistance. For State, FY 2023 results reflect DRL’s ongoing work, exceeding the target. USAID also exceeded its FY 2023 the target, resulting in implementation of 62 programs globally through its Washington-based mechanisms, such as the Human Rights Grants Program (HRGP); the Human Rights Support Mechanism (HRSM)’s Rapid Response, and Justice, Rights, and Security Rapid Response Assistance Activity (JRS-RRA); and Mission programs. USAID indicators measure prevention of human rights abuses by tracking Early Warning/Early Response systems; protection of human rights abuses; and response to abuses by tracking the number of human rights violations documented.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	3	2	1	1
Result	N/A	N/A	N/A	0	1		
Status				Unmet	Unmet		

Indicator Analysis for indicator 3.2.1.2: The FY 2023 result for this indicator is lower than the set target. Given the complex nature of DRG foreign assistance awards, the results tend to fluctuate from the target due to shifts in the operational environment, emergent opportunities, and unexpected challenges that implementers encounter. The Department updated outyear targets accordingly.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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	In Progress	Department stakeholders drafted the first draft iteration of the CPAT in FY 2023 Q4. The Department will formally pilot the CPAT across the organization in FY 2024.
3.2.1.4	Develop an assessment framework for human rights focusing particularly on marginalized communities, to assess human right protection and response,	FY 2024 Q4	In Progress	DRG is updating its Human Rights Landscape Analysis Tool based on Mission feedback/consultations and training on the tool.

	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)			
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	In Progress	The Department's 2023 Equity Action Plan outlines the approach, strategy and tools for proactive collaboration to advance equity.
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	In Progress	DRG's updated Human Rights Landscape Analysis Tool will include this guidance.

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 accessibility, equity, and inclusion of marginalized populations in decision-making spaces, government service delivery, and at multilateral and regional forums.

Performance Goal Progress Update

State and USAID achieved many milestones implementing Equity Action Plans to guarantee a consistent and systemic approach for all. USAID and the Department are increasing expertise and resources to advance more inclusive diplomacy and foreign assistance efforts, such as increasing the number of Inclusive Development Advisors in Missions, training staff and implementing partners, and investing in equity infrastructure (personnel, data capabilities, accessibility requirements, and other resources), and providing mechanisms to secure technical assistance).

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	46	67	65	State: 105 USAID: 116	State: 26 USAID: 115	State: 21 USAID: 163	State: 85 USAID: 77
Result	60	84	183	State: 89 USAID: 132	State: 31 USAID: 185		
Status				State: Unmet USAID: Exceeded	State: Exceeded USAID: Exceeded		

Indicator Analysis for indicator 3.2.2.1: Department’s Bureau of Conflict and Stabilization Operations’ (CSO) Local Peace Councils program supported the adoption of 19 gender inclusive community stabilization strategies with grassroots councils across Colombia. In Colombia and Bangladesh, Secretary’s Office of Global Women’s Issues (S/GWI) supports legal reform and policy change, including women’s land rights advocacy. In Kosovo, the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) focused on legal reform preventing and responding to gender-based violence: the Crime Victim Compensation Law (adopted

in 2023), the national Strategy against Domestic Violence and Violence against Women, and the National Action Plan to Combat [Human Trafficking](#).

USAID’s Integrated Land and Resource Governance (ILRG) supported the approval of 32 new community association statutes in Mozambique on delimitation, zoning, and community land use planning which include provisions for gender balance, equitable community land rights for men and women, and equitable benefit sharing agreements. These statutes provide the associations with legal "personality," allowing them to interact with government and potential investors on behalf of the community.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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	Delayed	USAID is leading the process to update for FY 2024, existing standard foreign assistance indicators to better capture programming and develop new standard foreign assistance indicators for Gender Based Violence (GBV) prevention, Digital Inclusion, and Women’s Decision-making. State’s S/GWI continues to test a standard set of milestones and indicators across the multiple gender strategy implementation plans and will conduct a consolidated gender data call in FY 2024. The Department continues to assess existing and develop new equity metrics.

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.

APG Progress Update

With its first ever APG to advance equity in U.S. foreign policies, programs and policies, the Department put in place an infrastructure to ensure racial equity and support for underserved and underrepresented communities permeate strategic planning, foreign assistance programming, consular services, public diplomacy, and procurement and contracting. Our accomplishments include development of the beta Community Participation Analysis tool, implementation of equity language into in-house training opportunities for acquisition professionals across the Department, and the signing of more than 50 consensus U.N. outcome documents expanding inclusion of vulnerable and marginalized groups. As was the case with the APG for FYs 2022-2023, the Department’s FYs 2024-2025 equity APG will track progress on Equity Action Plan strategies.

Key Performance Indicators

Indicator 3.2.3.1: (retired) Number of missions and bureaus reporting on the new Advancing Racial Equity and Support to Underserved Communities Key Issue.

Missions:

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	54	108
Result	N/A	N/A	N/A	Q1: 18 Q2: 23 Q3: 18 Q4: 14	Q1: 18 Q2: 18 Q3: 14 Q4: 18
Status					Unmet

Bureaus:

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	12	24
Result	N/A	N/A	N/A	Q1: 4 Q2: 4 Q3: 4 Q4: 4	Q1: 4 Q2: 4 Q3: 4 Q4: 4
Status					Unmet

Indicator Analysis for indicator 3.2.3.1: The FY 2023 targets of 108 missions and 24 bureaus reporting on the ‘Racial Equity’ Key

Issue was ambitious and were not met. Nevertheless, the Department continues to make progress on the roll-out of this Key Issue plus additional ones.

Indicator 3.2.3.2: (retired) Percent of Simplified Acquisition Threshold (SAT) awards to unique small business entities based on dollar value.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	32%	35%
Result	N/A	N/A	N/A	Q1: 30% Q2: 27% Q3: 30% Q4: 30%	Q1: 30% Q2: 30% Q3: 30% Q4: 30%
Status					Unmet

Indicator Analysis for indicator 3.2.3.2: Despite not achieving the FY 2023 target of 35%, the Department initiated several policy initiatives in FY 2023, such as proposed rules to the Department of State Acquisition Regulation (DOSAR) in support of advancing equity globally in procurement and contracting processes.

Indicator 3.2.3.3: (retired) Percent of [foreign] survey respondents reporting a belief that the U.S. can simultaneously assist other countries to improve equity while working to address its own racial/ethnic justice issues.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	48%	53%
Result	N/A	N/A	N/A	Q1:43% Q2: N/A Q3: N/A Q4: N/A	Q1: 50% Q2: 50% Q3: 48% Q4: 48%
Status					Unmet

Indicator Analysis for indicator 3.2.3.3: The United States continued efforts to increase accessibility of USG messaging to audiences worldwide, including communicating equity and support for underserved communities as core U.S. values.

Indicator 3.2.3.4: (retired) Percent of missions using equity messaging in communication strategies.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	65%	75%
Result	N/A	N/A	N/A	Q1: 70.9%	Q1: 97.7%

				Q2: 65% Q3: 81.4% Q4: 90.8%	Q2: 96.6% Q3: 96% Q4: 93.6%
Status					Exceeded

Indicator Analysis for indicator 3.2.3.4: Under the auspices of its Bureau of Global Public Affairs, the Department expanded efforts to promote equity through global communications and engagement strategies, including providing inclusive guidance to public diplomacy practitioners throughout the Department.

Indicator 3.2.3.5: (retired) Number of consensus UN outcome documents expanding inclusion of vulnerable and marginalized groups, including racial, ethnic, and religious groups, persons with disabilities, indigenous persons, LGBTQI+ persons, and women and girls in all their diversity.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	10	20
Result	N/A	N/A	N/A	Q1: 11 Q2: 21 Q3: 37 Q4: 37	Q1: 48 Q2: 56 Q3: 63 Q4: 64
Status					Exceeded

Indicator Analysis for indicator 3.2.3.5: As an example of how the Agency Priority Goal drove significant organizational change by identifying outcomes and measuring results, the United States negotiated more than 60 United Nations outcome and/or consensus documents that expanded inclusive language of historically marginalized and underserved groups.

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

Increase equitable outcomes with USAID partners⁴ 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 Champion⁵ to inform program design as USAID implements the five actions prioritized in USAID's Equity Action Plan.

⁴ Including implementing partners

⁵ Inclusive Development Champions include Inclusive Development Advisors or other Mission points of contact responsible for overseeing inclusive development in program design.

APG Progress Update

Throughout FY 2023, USAID conducted five analyses through an institutional mechanism, and Missions independently conducted at least two additional analyses. Staffing 100 percent of Missions with a champion was ambitious. USAID has been exploring efforts to increase level of effort (LOE) by creating a Gender Equality and Inclusive Development Backstop to support its Gender Advisors and Inclusive Development Advisors, allow USAID to recruit staff to advance inclusive development priorities, and increase Mission capacity to fulfill Agency policy requirements.

Indicator 3.2.4.1: Percent of new partners registered in the partner directory that have taken the pre-engagement assessment on [WorkwithUSAID.org](https://www.workwithusaid.org).

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	18.5%	40%
Result	N/A	N/A	12%	Q1: 28% Q2: 24% Q3: 31% Q4: 32%	45%
Status					Exceeded

Indicator Analysis for indicator 3.2.4.1: By the end of the fiscal year, USAID exceeded the indicator. The Agency continues to promote the usefulness of the [WorkwithUSAID.gov](https://www.workwithusaid.gov) to prospective partners interested in learning more about their organizational capacity and readiness to compete for Agency funding.

Indicator 3.2.4.2: Percent of USAID Missions with Inclusive Development Champions.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	50%	100%
Result	N/A	N/A	0%	35%	35%
Status					Unmet

Indicator Analysis for indicator 3.2.4.2: In FY 2023 Q2 and into Q3, the USAID Office of the Administrator communicated with Missions to encourage all Missions to designate these roles. USAID continues to work with Missions to prioritize designating Inclusive Development Advisors while navigating resource constraints. A one-time survey provided a snapshot of inclusive development staff capacity for planning purposes. The Agency's approach has shifted to include creation of a Foreign Service officer Backstop which HCTM is working towards.

Indicator 3.2.4.3: Percent of external stakeholders who believe USAID’s streamlined processes have made proposal/application submission more cost effective for potential partners.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	25%	45%
Result	N/A	N/A	N/A	45%	44%
Status					Met

Indicator Analysis for indicator 3.2.4.3: USAID continues to identify training, tools, and resources to train and equip Acquisition and Assistance (A&A) staff as USAID works to streamline proposal/application and evaluation processes. In FY 2023 Q4, USAID issued its annual Partnering Experience Survey. Results indicate that 44 percent of survey respondents believe that USAID’s partnering processes have become more streamlined over the past year. As the FY 2022 baseline was set at 45 percent, the data reflected was likely impacted by the continued barriers that entities face when navigating the Agency’s partnering process. Some areas for continued consideration include the Agency procurement related rules and regulations; and the complexities of the application/proposal process.

Indicator 3.2.4.4: Percent of USAID evaluations with a local expert included on the external evaluation team.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	38%	75%
Result	N/A	N/A	N/A	50%	64%
Status					Unmet

Indicator Analysis for indicator 3.2.4.4: The FY 2023 target assumed that because there had been an increase in local experts and institutions participating in program evaluations during COVID (79%), this level of engagement would be maintained post pandemic. The pandemic forced expatriates who were working remotely to rely more heavily on local experts living in their local communities in order to complete evaluations. The FY 2023 value indicates that local participation numbers have reverted closer to pre-pandemic numbers, though higher than in FY 2022.

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 Democracy, Human Rights and Governance

Strategic Objective Progress Update

USAID designates this Strategic Objective as making a Noteworthy Progress.

Pursuant to the [U.S. Strategy on Countering Corruption](#), both USAID and Department of State progressed and elevated efforts to prevent, expose and reduce corruption.

In FY 2023, USAID provided assistance that contributed to 343 anti-corruption measures – including laws, policies, and procedures – being adopted or implemented and greatly exceeded the performance indicator target of 70. USAID’s success was largely due to Missions improving the reporting after USAID emphasized the importance of reporting for anti-corruption measures. Additionally, USAID launched new programs, including a Grand Challenge for corruption in green energy, developed cross-sector guidance for combating corruption, and established an Anti-Corruption Center in its new Bureau for Democracy, Human Rights, and Governance (DRG).

USAID’s Anti-Corruption Task Force has continued to lead efforts to revitalize and adapt anti-corruption efforts across the Agency and to exert technical leadership and influence by reorienting policy engagement, public posture, partnerships, and programming to tackle transnational corruption. This included issuing USAID’s [Anti-Corruption Policy](#), which elevates anti-corruption as a development priority and sets forth commitments across the Agency’s efforts; releasing groundbreaking guidance, including the USAID Guide to Countering Corruption Across Sectors and the De-Kleptification Guide; driving uptake of the Policy and U.S. Strategy across the Agency: commissioning research on Countering Corruption through Social and Behavior Change and Anti-Corruption Programming in Low Political Will States; and enhancing multilateral and donor engagement. To ensure the durable institutionalization of anti-corruption, USAID launched its first-ever Anti-Corruption Center.

To plan and articulate the Department’s efforts to integrate and elevate the fight against corruption across our diplomatic engagement, foreign assistance, accountability and deterrence tools, and resourcing, State released a strategy [implementation plan](#). The Department also continued to institutionalize anti-corruption considerations in foreign policy through increased staffing and meetings of the Department’s Anti-Corruption Policy Board. State also updated its internal anti-corruption toolkit and oversaw research on state capture and strategic corruption.

State and USAID continued leadership of the [Financial Transparency and Integrity Summit for Democracy Cohort](#), finalizing an outcome document on beneficial ownership reforms, and launching a pledge and call to action to address financial secrecy exploited by corrupt actors. State coordinated the United States hosting the Conference of the States Parties (COSP) to the UN Convention against Corruption and U.S. assumption of the COSP Presidency and raised anti-corruption in other fora such as the Asia-Pacific

Economic Cooperation Forum. These events elevated U.S. anti-corruption policy priorities, including advocating for measures to promote accountability through the U.S.-sponsored COSP resolution “Atlanta Declaration.”

State worked with the interagency and White House to prepare a Presidential Proclamation restricting entry into the United States for enablers of corruption, allowing for accountability of private actors that allow corrupt officials to engage in and benefit from corrupt acts.

Both State and USAID continued enhancing diplomatic engagement and leveraging foreign assistance to strengthen the capacity of governments, civil society, investigative journalists, and the private sector to prevent and combat corruption. USAID and State also launched new and advanced existing activities under the [Presidential Initiative for Democratic Renewal](#), including programs focused on improving accountability; strengthening country resilience; denying safe haven; empowering investigative journalists, media, and civil society; supporting Open Government Partnership (OGP) and [Extractive Industry Transparency Initiative](#) (EITI) implementation; promoting private sector compliance; and driving collective action, innovation, and technological solutions.

State honored Anti-Corruption Champions from around the world, while USAID launched Reporters Shield, a program that combats legal harassment meant to silence investigative journalists and activists.

Strategies for Achieving the Objective and Next Steps

USAID and State efforts will continue to advance the U.S. Strategy on Countering Corruption.

State will continue to integrate and elevate its anti-corruption efforts in alignment with the implementation plan for the Strategy by reviewing progress, analyzing challenges, and pursuing mitigation strategies, and increasing information sharing and access to research.

Under its [Anti-Corruption Policy](#), USAID will complement anti-corruption programming at the central, regional, and country levels with enhanced policy and communications engagement and new strategic partnerships, boost efforts to counter corruption across sectors, and continue to implement its flagship Transforming the Fight Against Corruption Initiative.

State will undertake efforts to strengthen the use of anti-corruption sanctions authorities and accountability tools to maximize impact, advance systemic change, and address corruption in all its forms, including policy priorities such as state capture and strategic corruption.

State will explore using foreign assistance funding to expand partner capacity to address the lack of regulatory adherence to citizenship and residency by investment schemes that are used by Transnational Organized Criminals to move illicit and launder illicit funds.

USAID will continue to deepen partnerships with other donors and funders to increase overall resources for anti-corruption programming through its Integrity for Development Campaign and through increased engagement with multilateral actors, such as the World Bank and International Monetary Fund.

Both agencies will continue strengthening the multilateral anti-corruption architecture and accelerating international standard implementation, including through bilateral programming and new support for regional anti-corruption hubs in Mexico, Colombia, Kenya, and Thailand.

State and USAID will continue to mobilize diplomacy and foreign assistance to advance priority reforms under performance goals 3.3.1 and 3.3.2. For example:

- [USAID's Global Accountability Program](#) will accelerate country action and build resilience to transnational corruption, kleptocracy, and strategic corruption by prioritizing beneficial ownership transparency, public procurement, and addressing the enablers. [USAID's Countering Transnational Corruption Grand Challenge](#) will enhance partnership with the private sector on supply chain integrity and addressing illicit finance. The Anti-Corruption Response Fund will improve USAID's ability to respond to opportunities to dismantle entrenched corruption;
- State will support the 2024 Global Anti-Corruption and Integrity Forum and ongoing efforts of the Global Initiative to Galvanize the Private Sector as Partners in Combating Corruption;
- Both will engage in and support OGP to promote transparency, accountability, and public participation, including through U.S. membership on the OGP Steering Committee, USAID bilateral implementation and global assistance to OGP, and the USAID-OGP Memorandum of Understanding;
- Both will bolster civil society and investigative journalists to uncover corruption and hold governments to account, including through USAID's Regional Empowering the Truth Tellers Activities and State's Global Anti-Corruption Consortium; and
- Both will support technological innovation to increase transparency and accountability, including through hosting a #Hackcorruption series to develop tech solutions to increase transparency in procurement and beneficial ownership, and to improve digital citizenship.

Performance Goal Statement 3.3.1: Anti-Corruption Enforcement and Accountability Initiatives (State)

By September 30, 2026, priority countries will adopt, or improve through amendment, a combined total of 20 anti-corruption 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.

Performance Goal Progress Update

There has been some progress in adoption or improvement of targeted initiatives, but progress since FY 2022 has slowed. Reforms included one whistle-blower protection action, one foreign corruption accountability action, and four actions to adopt and/or implement legislation or regulation on beneficial ownership and foreign bribery. The Department saw reforms in the EU, Mexico, DRC, Kenya, South Africa, and India, which each undertook one initiative. This reflects the Administration’s focus on beneficial ownership and challenges in other reform areas.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	4	20	10	8
Result	N/A	N/A	N/A	18	9		
Status				Exceeded	Unmet		

Indicator Analysis for indicator 3.3.1.1: The Department did not meet its FY 2023 target for this indicator. This may be attributed to challenges implementing reforms; particularly on foreign corruption accountability tools and foreign bribery; backsliding trends; and in some cases, several reforms in previous years (e.g., in whistleblowing). While the Department is working in these areas, results are not 100 percent attributable to agency interventions. Given FY 2023 results, State has revised targets and anticipated reforms in the coming years where we expect to see more on foreign bribery, beneficial ownership, and non-conviction-based forfeiture.

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.

Performance Goal Progress Update

USAID has supported work to constrain opportunities for corruption, raise the costs of engaging in it, and incentivize integrity, including innovative efforts to: enhance prevention and detection, improve the capacity of judges and prosecutors, strengthen the transparency of public procurement and contracting, boost open government, bolster civil society oversight and investigative journalism, and more. This includes work in countries such as Bosnia and Herzegovina, the Dominican Republic, Zambia, Guatemala, Indonesia, Mexico, Paraguay, Ukraine, among others.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	70	70	300	300
Result	N/A	N/A	127	68	343		
Status				Met	Exceeded		

Indicator Analysis for indicator 3.3.2.1: USAID exceeded the FY 2023 target due to an increase in missions reporting, which in turn was driven by the increased socialization by the Anti-Corruption Center of the importance of reporting on this indicator. The exceeded result could also be driven by an increase in the volume of anti-corruption work given its elevation as an Administration priority. USAID subsequently adjusted the FY 2024 and FY 2025 targets with upward trend.

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

Strategic Objective Progress Update

The Department of State, together with the Departments of Homeland Security and Health and Human Resources, resettled 60,014 refugees in the United States through the U.S. Refugee Admissions Program (USRAP), approximately doubling FY 2022 results.

The Department provided refugee reception and placement benefits to over 17,000 Special Immigrant Visa (SIV) holders. Welcoming nearly 80,000 newcomers who received refugee benefits in FY 2023 reflects the Department’s commitment to rebuilding the USRAP.

The Department supported the International Organization for Migration’s (IOM) regional migration programs. IOM assisted 49 governments across Africa, Asia, and the Western Hemisphere to adopt policies and legislation that promoted safe and humane migration management; increased legal migration pathways; combatted migrant smuggling and human trafficking; increased access to protection for victims; and developed border management processes to reduce irregular migration and identify protection concerns. IOM also conducted 24 Migration Governance Indicator assessments.

The Department and USAID advanced the Administration’s Strategies for Addressing the Root Causes of Migration in Central America and for Collaborative Migration Management. The Vice President’s Central America Forward Initiative galvanized over \$4.2 billion in commitments from 50+ private entities, over \$1 billion of which has been deployed to the region. The Department and USAID worked to expand northern Central and South Americans’ access to temporary work visas and other lawful pathways, which nearly tripled from 9,800 in FY 2021 to 28,000 in FY 2023. The Department and USAID implemented violence prevention programs,

promoted justice reforms and expanded services to prevent and respond to gender-based violence, including for refugees and migrants. With PRM support, 10,700 migrant children in El Salvador received identity documents. PRM continues to build asylum capacity in Central America and Mexico, having helped Guatemala's refugee agency raise its average approval rate from 50 to 80 percent, and a joint United Nations High Commissioner for Refugees (UNHCR)-Government of Mexico program to facilitate local labor integration for refugees exceeded 30,000 beneficiaries.

Strategies for Achieving the Objective and Next Steps

In FY 2024 and onward, the Department will continue to rebuild, strengthen, and modernize the USRAP while implementing innovations to meet ambitious targets. The Department aims to strategically position the USRAP on a durable foundation to reach 125,000 refugee arrivals in FY 2024. The Department launched the Welcome Corps, a refugee private sponsorship program, in January 2023, with a goal of mobilizing 10,000 private sponsors to support the resettlement of 5,000 refugees in the first year.

The Department's policies and programs will continue to promote safe, orderly, and humane migration by promoting regional collaboration on migration management; and by promoting regular pathways for migration, including for those impacted by climate change, migrants in crisis and emergency preparation through capacity building programming.

The Department will continue to advance dialogue and diplomatic engagement, advocate for a humane approach to migration management, and enhance existing and create new regular pathways opportunities. Additionally, the Department will continue to prioritize improving migration management through increased use of migration-related data to develop evidence-based migrant-inclusive policies by supporting stakeholders in their efforts to collect and use accurate and disaggregated data.

USAID and the Department will continue to leverage foreign assistance and diplomatic tools to address the root causes of migration in El Salvador, Guatemala, and Honduras. The Root Causes Strategy focuses on creating jobs, promoting democratic governance, protecting human rights, improving security, and countering gender-based violence to help Central Americans build better futures at home. The strategy addresses the factors that drive irregular migration and forced displacement from northern Central America, including food insecurity, chronic structural challenges, extreme poverty, citizen insecurity, poor governance, and endemic corruption. Further, the Department and USAID will expand access to lawful labor pathways and apply lessons and practices to migrant integration and reintegration efforts in the region.

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 Determination⁶.

Performance Goal Progress Update

In FY 2023, PRM resettled 60,014 refugees through the USRAP, more than doubling admissions in FY 2022 and marking the highest annual arrivals number since 2016. A key FY 2023 goal was to increase arrivals to 10,500 per month. In September 2023, the United States admitted 8,761 refugees, putting the program at 84 percent of the targeted pace. The Department’s goal in FY 2024 is to admit 125,000 refugees, including 35,000-50,000 refugees from the Americas.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	100%	100%	100%	100%	100%	100%	100%
Result	100%	66%	18%	20%	48%		
Status				Unmet	Unmet		

Indicator Analysis for indicator 3.4.1.1: In FY 2023, the Biden-Harris Administration prioritized rebuilding, strengthening, and modernizing the USRAP to welcome more refugees. While the USRAP did not reach the 125,000-refugee admissions target in FY 2023, it made great strides in its primary goals to process to completion individuals on backlog cases, build toward 10,500 arrivals per month, and reduce processing times. PRM’s goals in FY 2023 focused on rebuilding a sustainable program to admit 125,000 refugees in FY 2024.

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.

⁶ 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.

Performance Goal Progress Update

USAID support to micro, small, and medium enterprises in key geographic areas and sectors helped create or sustain more than 70,000 jobs in northern Central America in FY 2023, exceeding the annual target. Regarding violence prevention, USAID expanded use of proven practices for assisting youth based on assessments of risk and protective factors, promoted rule of law and justice reforms, and expanded gender-based violence prevention initiatives and response services.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	30,000	40,000	52,000	50,000
Result	30,874	40,616	71,617	91,614	71,005		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 3.4.2.1: USAID exceeded its FY 2023 target, which was based on historical averages. Against a challenging macroeconomic backdrop, USAID support to micro, small, and medium enterprises in El Salvador, Guatemala, and Honduras helped create and sustain jobs in key geographical areas (including areas of high out-migration), among focus groups (e.g. women and youth), and in agriculture and other key sectors. Outyear targets assume stable USAID program funding and stable economic growth.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	90,000	120,000	60,000	60,000
Result	N/A	N/A	N/A	54,641	93,241		
Status				Unmet	Unmet		

Indicator Analysis for indicator 3.4.2.2: USAID did not meet its FY 2023 target, which was set prior to refining indicator definitions. Results reflect the reach of programs implemented in communities experiencing high rates of violence and migration and were based on assessments of participants' risks and protective factors. Programs in El Salvador, Guatemala, and Honduras also focus on building local capacity to combat corruption and gender-based violence. Outyear targets reflect increased focus on risk-differentiated interventions and assume conducive operating environments.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	Honduras: 52% Guatemala: 63% El Salvador: 63%	Honduras: 53% Guatemala: 64% El Salvador: 64%	N/A	N/A
Result	N/A	N/A	Honduras: 51% Guatemala: 62% El Salvador: 62%	Honduras: 53% Guatemala: 57% El Salvador: 62%	N/A		
Status				Met	N/A		

Indicator Analysis for indicator 3.4.2.3: In consultation with Bureau leadership, GPA’s Office of Research (GPA/RE) decided to focus on supporting three of the Secretary’s top foreign policy priorities: Russia/Ukraine, the PRC, and cyber policy and emerging technology. Given this shift in priorities and lack of funding, GPA/RE was not able to collect data for this indicator in 2023 and does not expect to collect data for this indicator in future. GPA/RE will continue to support measurement of indicators 1.5.1.2 and 2.1.2.1.

Since 2023, the Department's migration messaging resources, research, and outreach are primarily handled by regional bureaus. The Department will develop new indicators to capture the progress accomplished through regional bureau efforts.

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

Strategic Objective Progress Update

During FY 2023, USAID contributed to Strategic Objective 3.5 by reaching more than 36 million children and youth with foundational skills programs and formal and nonformal education programming. USAID also supported more than 181 higher education partnerships. These programs provide children and youth, particularly the most marginalized and vulnerable, with increased access to quality education that is safe, enables children and youth to gain foundational skills such as literacy, and provides youth with the skills they need to lead productive lives. USAID programs contributing to this objective also ensure that higher education institutions develop the capacity to be central actors in development by conducting and applying research, delivering quality education, and engaging with communities.

Additionally, USAID improved health and livelihoods, especially for women, youth, and marginalized groups through providing nearly 4 million people with access to safe water. Improved stable water services, prosperity, and resilience are foundational to achieving health, education, and livelihood objectives. Further, given the disproportionate burden on women related to inadequate water access, these impacts had a uniquely significant impact on women.

After the passing of the [Global Malnutrition Prevention and Treatment Act](#) (GMPTA) in FY 2023, USAID developed the GMPTA Implementation Plan that lays out USAID priorities for reducing malnutrition globally, particularly in USAID’s fourteen nutrition priority countries.

Strategies for Achieving the Objective and Next Steps

USAID continues to receive budget allocations for educational programming to further learning outcomes for all children and youth, especially the most marginalized. Missions are initiating new programming in the areas of foundational skills, pre-primary education, youth and workforce development, higher education, inclusive education and education in emergencies. USAID will work with multilaterals to support missions to sign on to the Commitment to Action for foundational skills and work with Ministries of Education to promote basic education programming to tackle the Learning Poverty/Learning Crisis.

Additionally, USAID will continue to execute against the USAID Agency Plan under the Global Water Strategy, elevating the strategic principle to “focus on meeting the needs of marginalized and underserved people and communities, and those in vulnerable situations.”

In line with the priorities and requirements of the GMPTA, USAID nutrition priority countries will continue to implement their nutrition programs based on their country-specific USAID multi-sectoral nutrition plans that were developed in FY 2021. The GMPTA also presents an opportunity for USAID to further strengthen the monitoring and evaluation of its nutrition programs to better track progress of USAID investments.

The missions continue to invest in health system interventions as observed by a high number of missions reporting on HL-4 and other Health System Strengthening (HSS) indicators. USAID’s Office of Health Systems (OHS) support the missions through centrally funded HSS projects but also through technical assistance by the OHS technical advisors.

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.

Performance Goal Progress Update

Nutrition: Activities continue to be on track and there are no anticipated future challenges. Targets fluctuate based on activity timelines related to start-up and ending. The number of children reached with nutrition-specific interventions remains modest given the resources available and trends are expected to continue.

Health system responsiveness: Health system strengthening activities are being undertaken and supported by the OHS. Many missions have achieved targets while others face challenges. Therefore, variation in target achievement was expected.

Key Performance Indicators

Indicator 3.5.1.1: Health System Responsiveness through Continuity of Care: Average of the service gaps between a) ANC1 and ANC4⁷; and b) DPT1/Penta1 and DPT3*/Penta3⁸, in health system strengthening project catchment areas supported by USAID. (USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	15.76	18.05	18	13.5	16	14
Result	10.00	19.00	22.86	18	19.5		
Status				Met	Unmet		

Indicator Analysis for indicator 3.5.1.1: Twenty-four missions reported on the HL-4, health system responsiveness through continuity of care. The FY 2023 target of 13.5 percent was not met because of the average gap being higher at 19.8 percent. Health system responsiveness is measured through the gap in continuity of care in tracer services of ANC and DPT. The lower gap in continuity of care means higher health system responsiveness. With the target being 13.5 and the actual result is 19.5, it shows a higher gap in continuity of care. Therefore, the target of lowering the gap in continuity of care was not met. The common reasons cited for lower responsiveness were the limited availability of staff, the less functional follow-up mechanisms and community outreach, and cultural and financial barriers impeding revisit. BGH will continue to work with the missions on improving health system responsiveness through health system strengthening.

Indicator 3.5.1.2: Number of people gaining access to sustainable water services, in millions. (USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	7.6	8.6	5.3	4.3	5.6	5.8	4.9
Result	6.5	3.8	5.4	5.2	3.8		
Status				Exceeded	Unmet		

Indicator Analysis for indicator 3.5.1.2: The FY 2023 result is based on data available as of FY 2024 Q2. Several operating units

⁷ 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.

⁸ 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.

(OUs) have not yet submitted data, including the OU with the largest target (1M+). Results will be much closer to targets once all results are included in the next year reporting, the FY 2024 APR. The FY 2025 targets are also reliant on FY 2023 final data availability.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	28	29	24.1	32	24.6	23.7	TBD
Result	27.2	26.7	29.6	31.8	26.5		
Status				Met	Exceeded		

Indicator Analysis for indicator 3.5.1.3: As USAID continues to implement programs and activities delayed by the COVID-19 pandemic, the FY 2023 results exceed the target. These numbers are accurate as of FY 2023 Q2. USAID continues to collect data at this stage and will update the indicator with the final numbers in the FY 2024 APR.

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.

Performance Goal Progress Update

Overall progress towards this objective is on track with results exceeding targets for two indicators but falling behind the target on a third. The low result may reflect a global reality of depressed learning outcomes following extended school closures due to COVID.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	67%	76%	59%	53%	78%	74%
Result	78%	81%	72%	93%	81%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 3.5.2.1: Missions attribute the positive deviation for this indicator to the effective use of feedback from previous training to improve performance, high engagement and commitment of participants, interactive training course with a significant practical component, and highly qualified trainers.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	42%	10%	26%	19%	7%	11%
Result	N/A	0	16%	16%	8%		
Status				Unmet	Unmet		

Indicator Analysis for indicator 3.5.2.2: This result is the population-weighted average of the increase in reading proficiency reported by ten USAID Missions. Although the majority of Missions reported increases of 20 percent to 50 percent, these results are outweighed by outlier programs that achieved low results across a large population of students. Reasons for the outlier programs having low results can be attributed to the closing of school for a year and a half due to the COVID-19 pandemic. This caused significant learning loss in students; a large amount of student and teacher absenteeism; teacher shortages; and the mismatching of student and teachers.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	67,038	115,261	527,330	531,228
Result	N/A	N/A	17,424	64,249	474,152		
Status				Met	Exceeded		

Indicator Analysis for indicator 3.5.2.3: The FY 2023 results exceeded the target by a factor of four. This is the result of an increase in the number of USAID Missions engaged in programming related to the outcome of the indicator.

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

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

Strategic Objective Progress Update

Department of State designates this strategic objective as Noteworthy Progress and USAID designates this strategic objective as a Focus Area for Improvement.

The Department institutionalized its first-ever Learning Policy to foster a culture of learning where employees are offered time to participate in a broad range of training and career development opportunities. The Learning Policy includes dedicated learning hours and the Core Curriculum, a series of courses designed to bolster key diplomatic tradecraft skills of mid-career personnel.

To help fill Civil Service (CS) positions more efficiently and effectively, the Department secured direct-hire authority for the Foreign Affairs occupational series and Passport Specialist positions from OPM and established a CS Strategic Hiring Support Unit.

To address Locally Employed (LE) Staff compensation concerns, the Department provided one-time lump sum payments to staff at posts most impacted by inflation; conducted special mid-year compensation reviews; authorized a one-time two percent increase for staff at missions that have not received a pay increase for three consecutive years; and agreed to conduct the FY 2023 LE Staff compensation review relative to the 75th percentile.

The Department established the Foreign Service Institute Board of Visitors and a new Provost position and revamped the CS and Foreign Service (FS) performance management system, which now includes DEIA elements, a new supervisory performance goal, and refined performance ratings.

In FY 2023, USAID:

- Expanded its Civil Service (CS) and Foreign Service (FS) workforce to 1980 FS and 1760 CS employees. At the end of FY 2023, over 90 percent of all allotted positions are filled or have planned onboarding for new hires.
- Conducted over 80 recruitment events, tripled the paid Pathways Program internships, and doubled the annual number of Payne Fellows. Most fellows are from underrepresented groups.
- Increased senior Foreign Service National (FSN) positions and established an FSN Advocacy Council for direct communication with USAID leadership.
- Updated its CS and FS performance management frameworks to incorporate DEIA, and reformed FS talent processes, training, and mentoring.
- Started to identify mission-critical skills across the workforce; and piloted a professional coaching program.
- USAID's Staff Care Center served thousands of employees and supported more than 140 champions to promote wellness and resilience.
- Raised the income limit to make the childcare subsidy accessible to more USAID employees.

USAID workforce and budget are increasingly stretched. In FY 2023, the scale of USAID's work required to deliver on its core mission continued to increase due to bigger and more frequent humanitarian assistance emergencies and development challenges, including those related to climate change, natural disasters, conflict, democratic backsliding, and more, but USAID's human resources have not increased at the same pace. In response, USAID is using data to document and demonstrate its need for more human resources and working to increase its direct hire Civil Service and Foreign Service staffing to reduce its reliance on shorter-term contract staff. However, ongoing resource constraints negatively affect workforce morale, as demonstrated by exceptionally low customer experience (CX) survey participation rates for the second year in a row (see indicator 4.1.1.1). This decline is due to Office of Human Capital and Talent management (HCTM)'s delayed implementation of CX reforms that resulted in the unsatisfactory and untimely resolution of customer requests, decreasing customer satisfaction. To address this situation, USAID is focusing on what it can control by strategically approaching workforce planning and staffing to ensure the Agency has the right people, with the right skills, in the right places, at the right times, while remaining agile and able to respond to emerging needs. USAID will continue to focus on improving its strategic workforce planning and implementation, while recognizing that the scale and frequency of external events are causes of challenges that are outside of USAID's direct manageable control.

Strategies for Achieving the Objective and Next Steps

To promote a culture of accountability and gain employee feedback on senior leaders at our missions, the Department released its first annual Mission Leadership and Management Survey (MLMS) in December 2023. MLMS measures various aspects of leadership, management, and employee experiences overseas, and complements employee data collected via the Federal Employee Viewpoint Survey (FEVS).

In January 2024, the Department launched a lateral entry pilot program to provide mid-career entry into the Foreign Service for candidates with specialized skills in areas State leadership has identified as critical to U.S. foreign policy over the next decade. The Department will launch dozens of new external development opportunities (e.g., details, fellowships, overseas excursions) aimed at building workforce expertise in critical mission areas.

State is developing a Learning Strategy and Triennial Training Needs Assessment to ensure training meets modern demands. After undertaking an investigation of retention and employee experience challenges, the Department will release its first-ever Talent Retention Plan that will include policy and program recommendations.

The Department will assess the feasibility of establishing a Diplomatic Reserve Corps to enhance the agency's capacity to respond during times of urgent diplomatic need.

USAID will advance workforce development initiatives, requesting the expansion of the CS and FS workforce; add FSN leadership roles; and transition towards more career staffing, including term-limited mechanisms. USAID is launching a workforce planning (WP) council to align planning with strategic objectives, has released a WP playbook, and is finalizing WP policies.

USAID will improve the talent acquisition process for CS applicants, HR staff, and hiring managers. USAID will strengthen the FS and Senior FS experience, focusing on leadership skills, workforce culture, and career planning; modernization of performance management and promotion; and upgrading of policies and processes for FS careers.

USAID will enhance coaching capabilities, expanding the pool of certified coaches and the coaching program's scope to include FSN coaches. USAID will improve the HR customer experience (CX) by upgrading online tools, expanding new technology use, and streamlining HR processes. USAID will continue to implement a multiyear CX improvement plan.

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.

Performance Goal Progress Update

USAID's Office of Human Capital and Talent Management implemented standard operating procedures for HR requests and mandatory training for HR staff to resolve requests. USAID monitors progress through customer experience performance indicators, and will improve self-service options in LaunchPad, the online employee HR portal, allowing customers to resolve more issues on their own. However, it will take time for sustained improvements in the perception of HCTM's customer service, which might reflect experiences in prior years.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	4.3	4.5	4.3	4.5	4.5	4.3	4.3
Result	4.24	3.9	4.2	3.9	3.9		
Status				Unmet	Unmet		

Indicator Analysis for indicator 4.1.1.1: USAID's score remained the same in FY 2023 as in prior year. USAID's Office of Human Capital and Talent Management (USAID/HCTM) was delayed in implementing customer experience (CX) reforms due to a focus on immediate priorities like implementing a hybrid work environment and returning to the office logistics. USAID/HCTM's staffing challenges and incomplete adoption of a CX culture resulted in the lack of timely and satisfactory resolutions of customer requests, contributing to customers' negative perceptions and lower satisfaction.

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.

Performance Goal Progress Update

The Department remains committed to attracting, retaining, and supporting a talented workforce and will build upon progress made in FY 2023 by fostering a mission-first, agile, inclusive workplace, institutionalizing a culture of accountability, and equipping employees with critical skills. State’s training float and new Learning Policy enable employees to bolster their skillsets by pursuing professional development and training opportunities, and the lateral entry pilot program will attract mid-career professionals with specialized skills and expertise in critical areas including cyberspace and emerging technologies; climate, environment, and energy; global health security and diplomacy; strategic competition with the People’s Republic of China; economic statecraft; multilateral diplomacy; and consular management.

USAID plans to expand leadership training, increase the number of executive coaches, and expand Foreign Service National (FSN) career advancement to improve employee engagement and satisfaction in future years.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	State: 70 USAID: N/A	State: 70 USAID: N/A	State: 70 USAID: 81	State: 71 USAID: 83	State: 71 USAID: 81	State: 72 USAID: 81	State: 72 USAID: 81
Result	State: 68 USAID: 75.7	State: 72 USAID: 78.6	State: 71 USAID: 79	State: 70 USAID: 79	State: 69 USAID: 75		
Status				State: Met USAID: Unmet	State: Met USAID: Met		

Indicator Analysis for indicator 4.1.2.1: Both the Department and USAID met their FY 2023 targets in EEI score. Both agencies consider the targets as “met” if the result is within 10 percent of target.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	58	53	53	52	52
Result	55	57	52	50	50		
Status				Met	Met		

Indicator Analysis for indicator 4.1.2.2: The Department considers the targets as “met” if the result is within 10 percent of target. State met the FY 2023 target for this indicator.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	75	80	73	74	74
Result	68	72.7	68	69	66	–	
Status				Unmet	Met	–	

Indicator Analysis for indicator 4.1.2.3: USAID considers the target to be “met” if the result is within 10 percent of target. USAID met the FY 2023 target for this indicator.

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 Progress Update

Strong performance, particularly during FY 2023, was due to multiple factors including: The Bureau of Global Talent management’s Office of Accessibility and Accommodations (GTM/OAA’s) modernization of the reasonable accommodation request process and the

data it supplied; an increase in Schedule A hiring led by GTM/OAA, GTM’s Office of Talent Acquisition (GTM/TAC), and regional bureaus; the March 2023 expansion of GEMS employee self-identification questions led by the Secretary’s Office of Diversity and Inclusion (S/ODI); and encouraging employees to voluntarily self-identify disability as part of the iCount campaign that S/ODI led during late calendar year 2022. The Department will continue to encourage current employees to update their disability status in the Global Employment management System (GEMS), which should result in an increase in the percentage of employees who self-identify.

Key Performance Indicators

Indicator 4.1.3.1: (retired) Percent of Civil Service Workforce with targeted disabilities out of the total number of employees. (USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	1.8%	2%
Result	N/A	N/A	N/A	2.1%	2.15%
Status					Exceeded

Indicator Analysis for indicator 4.1.3.1: USAID made significant increases in hiring of persons with disabilities within the civil service. The success is due to non-competitive federal-wide hiring authorities such as Schedule A and Disabled Veteran Authorities.

Indicator 4.1.3.2: (retired) Percent of Civil Service Workforce with any disability out of the total number of employees. (USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	10%	12%
Result	N/A	N/A	N/A	9.5%	10.59%
Status					Unmet

Indicator Analysis for indicator 4.1.3.2: While USAID was unable to meet the target in this indicator, the data show a trend toward increasing the percentage of persons with disabilities in the civil service.

Indicator 4.1.3.3: (retired) Percent of workforce with targeted disabilities out of the total number of employees. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	2.2%	2.4%
Result	N/A	N/A	N/A	2.2%	2.4%
Status					Met

Indicator Analysis for indicator 4.1.3.3: The Department met the target for employees with targeted disabilities early – during FY 2023 Q3 – and it remained constant through the end of FY 2023.

Indicator 4.1.3.4: (retired) Percent of workforce with any disability out of the total number of employees. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	14.8%	15.5%
Result	N/A	N/A	N/A	15.3%	18.4%
Status					Exceeded

Indicator Analysis for indicator 4.1.3.4: The percent of the workforce with any disability increased more than expected, which contributed to the strong finish with this APG. This was due to multiple factors including GTM/OAA’s modernization of the reasonable accommodation request process and the data it supplied, an increase in Schedule A hiring, and expansion of GEMS employee self-identification questions. This effort was led by S/ODI and came online in March 2023.

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; The Office of Management Strategy and Solutions
USAID	Bureau for Management

Strategic Objective Progress Update

As an active member of the Interagency Council on Statistical Policy, the Federal Chief Data Officer Council, and the Intelligence Community Chief Data Officer Council, the Department continued to improve its data practices and quality in line with Federal mandates, its interagency peers, and the needs of its mission.

As the Department builds a culture of data-informed diplomacy, it created opportunities to make data assets more accessible across the agency, increased data literacy at all levels within the existing workforce and recruited high-end data talent through multiple hiring

mechanisms, including utilizing the newly authorized OPM direct hire authority for Data Scientists. To date, the Department has onboarded over 45 data scientists working across 12 bureaus, and 13 bureau chief data officers.

In addition to a suite of data science and data literacy training courses offered by the Foreign Service Institute (FSI), the Department incorporated data literacy training into three Foreign Service Officer tradecraft courses and the Ambassador and Deputy Chief of Mission (DCM) training courses.

The Office Management Strategy and Solutions (M/SS) also piloted an online, self-study data science learning platform to increase data literacy for its Bureau employees and other data leaders within the Department, creating a custom baseline data literacy track. Participants logged over 62,000 training hours on topics ranging from introduction to data literacy to data-driven decision making for business and data visualization.

In FY 2023, 114 organizational units (below the bureau/office level) leveraged a common analytics infrastructure (e.g. Tableau, Azure, ArcGIS, Databricks, etc.).

The Bureau of Information Resource Management successfully migrated Okta to Okta Identity Engine as well as deployed Okta and SailPoint both in the cloud and on-premises to improve the Department's security posture and enhance the user experience. The Department created a "Master User Record" that is mapped to the Department of Homeland Security's Continuous Diagnostics Modernization Program (DHS CDM) requirements. This new program released Okta FastPass Department-wide; a phishing resistant password-less method of authenticating to Department applications and resources. Okta FastPass helps bring the Department closer in line with federally mandated phishing-resistant authentication requirements as laid out in Office of Management and Budget (OMB) M-22-09 Zero Trust memorandum by supplying a phishing-resistant Multi-factor Authentication (MFA) option to all Department and non-Department users.

USAID finalized plans to launch the Agency-wide Data Informed Development (DID) certification program and expanded outreach to USAID regional offices and missions by delivering tailored data management services. These efforts support USAID's objective of deepening learning and supporting opportunities to improve data-informed decision making and mission delivery.

The USAID DATA Board's Master Data Management (MDM) working group formalized enterprise-wide governance for priority data domains (e.g., organization, geographic place names) and delivered master organization data in support of USAID's reorganization. The MDM group also established and operated a data quality solution to automate data quality assurance and the generation of master data for priority domains.

USAID kicked off the Consolidated Digital Repository (CDR) project to build a centralized and modular environment that integrates the submission, curation, and dissemination of USAID-funded digital assets. The CDR will combine the current Development Experience Clearinghouse (DEC) and the Development Data Library (DDL).

Strategies for Achieving the Objective and Next Steps

The Department's global workforce will be empowered with the skills and tools to derive actionable mission insights from data, and its data assets will be securely shared and effectively managed.

By September 30, 2025, in alignment with its Enterprise Data and Artificial Intelligence (AI) Strategies, the Department will double in-person training hours and the number of domestic data experts; increase data capacity at Post by increasing data literacy of Chief of Missions (COMs) and DCMs through training and launching a dozen Post Data Programs; double adoption of enterprise analytics infrastructure; increase workload efficiencies through use of AI and AI pilots; publish the Department's first AI strategy, and modernize data governance.

The Bureau of Information Resources will support the Department's modernization of IT and mission service delivery through enabling Okta Access Gateway for on-prem applications as well as releasing Okta FastPass enterprise-wide. The program will continue to connect the system to endpoints as well as map the Master User Record in accordance with DHS CDM.

Data consumers across the Department of State will be able to access trusted and AI-ready data in a timely manner to support decision-making and reduce workload burden.

The Department of State's global workforce will be empowered with the skills and tools to derive actionable mission insights from data and trustworthy artificial intelligence to advance global diplomacy and shape the future of statecraft.

The Department of State will hire skilled data and AI talent to remain competitive and drive innovation.

The Department of State will have enhanced the data acumen of its global workforce at all levels and improved tools and processes at its disposal to drive more effective, data-informed decision making at all levels through enhanced data access, responsible AI, and data governance capabilities.

In FY 2024-2025, the Department will have the Department-wide Multi-factor Authentication (MFA) policy and strategy that establishes a phishing-resistant option.

USAID's Development Data Commons (DDC) effort will solidify the operation of an integrated team in M/CIO to support enterprise data science and will implement initial CCD technology solutions in USAID's cloud environment. The DDC effort will also work with USAID business users to operationalize initial data science use cases in these initial technology solutions.

USAID DATA Board's Master Data Management (MDM) working group will use newly formalized enterprise governance for priority domains to strengthen the stewardship of data in these domains and deliver master data assets. The MDM group will also advance the stewardship and delivery of data quality business rules to automate data cleaning and standardization with a data quality IT solution.

The Data Service Team at USAID will establish strategies for defining the enterprise data quality business rules for cleaning and standardizing USAID data. This enables USAID to perform data discovery and adapt the data that can be used holistically throughout the Agency.

USAID will initiate development of an enterprise geospatial infrastructure that is integrated with other USAID technology applications and data environments. This enterprise, Geographic Information System (GIS), aligns with [USAID's Geospatial Strategy](#), which calls for expanded access to geospatial data and tools to strengthen the planning and implementation of USAID programs.

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 Progress Update

The Department continues to expand training partnerships with FSI and specifically the data literacy class offerings to empower the workforce with the skills and tools needed to implement the Department's Enterprise Data Strategy. The Department remains committed to hiring more data scientists to join the workforce.

Key Performance Indicators

Indicator 4.2.1.1: Number of person-hours train (includes full training, modules in larger non-data-specific training, FSO Courses, and online self-study courses).

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	22,050	52,500
Result	N/A	N/A	N/A	31,074	62,610
Status					Exceeded

Indicator Analysis for indicator 4.2.1.1: The Department continues to make strides by expanding training partnerships with FSI and continued expansion of data literacy offerings to the workforce.

Indicator 4.2.1.2: (retired) Number of Civil Service positions designated as Data Scientist positions under job series 1560 and 0343.

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	100	50
Result	N/A	N/A	N/A	7	42
Status					Unmet

Indicator Analysis for indicator 4.2.1.2.: In FY23 Q4, the Department's number of data scientists increased to 42, up from seven in FY 2022. The FY 2023 result does not include data scientists who transitioned during the fiscal year to new (and often more senior) roles within the Department and are no longer classified under the data science aligned OPM job series. The Department remains committed to hiring more 1560-series data scientists to cultivate a data culture that uses multiple forms of evidence in decision-making.

Indicator 4.2.1.3: (retired) Number of uses of data assets housed on M/SS/CfA common infrastructure. Uses is defined as downloads, user sessions, views, and other relevant methods for interacting with myriad data products across multiple platforms. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	72,523	89,588
Result	N/A	N/A	N/A	Q1: N/A Q2:76,310 Q3:101,747 Q4:77,868	105,152
Status					Exceeded

Indicator Analysis for indicator 4.2.1.3: The Department exceeded the FY 2023 Q4 target, due to continued strong usage of multiple enterprise products.

Indicator 4.2.1.4: (retired) Number of organizational units below the bureau/office level leveraging common Analytics infrastructure (Including but not limited to: Tableau, Azure, ArcGIS, databricks, etc.) (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	82	110
Result	N/A	N/A	N/A	87	114
Status					Exceeded

Indicator Analysis for indicator 4.2.1.4.: There has been a large influx of bureaus requesting common infrastructure and analytics services, and the value is projected to increase.

Indicator 4.2.1.5: Number of data assets available on data.state.sbu. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	324	520
Result	N/A	N/A	N/A	252	265
Status					Unmet

Indicator Analysis for indicator 4.2.1.5: The cumulative number of data assets shared on the Department’s data inventory and catalog in FY 2023 was 265, falling short of meeting the target. Part of this number includes three new analytic products and 10 new datasets; four analytic products were retired. The Department plans to release an inventory of data assets in FY 2024 Q1 that will likely result in a substantial increase of identified data assets. The Department fell short of the FY 2023 target because the release of the data asset inventory was delayed.

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.

Performance Goal Progress Update

USAID had made significant progress strengthening its data-related organizational capacity. USAID had expanded its offerings related to data literacy training and geospatial analysis; bolstered its evaluations that support the Agency’s learning agenda; and furthered the delivery of new solutions, such as the Development Data Commons (DDC) to support use of new and emerging technologies for data science.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	60%	60%	65%	65%
Result	N/A	N/A	N/A	70%	75%		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 4.2.2.1: The baseline for this indicator was established when the Agency’s learning agenda had not been widely socialized across the Agency, and the indicator was also a new reporting agreement. Current results of the indicator reflect the increased awareness of the learning agenda as a source for generating programmatic evidence.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	25	25	27	35
Result	N/A	N/A	N/A	26	34		
Status				Met	Exceeded		

Indicator Analysis for indicator 4.2.2.2: The baseline for this indicator was established during the height of the COVID pandemic when field Mission operations were slower. As the disruption from the pandemic subsided, backed-up demand for geospatial analytical services increased during FY 2023. The GeoCenter responded and estimates similar demand for FY 2025.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	13	16	60	60
Result	7	16	29	71	68		
Status				Exceeded	Exceeded		

Indicator Analysis for indicator 4.2.2.3: FY 2023 results exceeded the targets due to increased visibility and demand, particularly for e-learning. USAID has adjusted the FY 2024/2025 targets to reflect a strong uptake in its data literacy offerings. In FY 2024 USAID will emphasize depth of outreach rather than breadth. The core of the Agency’s data literacy training remains in place and will be further expanded to offer in-person workshops, and a data certification program.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.2.2.4	USAID Development Data Commons (DDC) implemented in USAID’s network no later than October 1, 2025.	FY 2026 Q1	In Progress	In FY 2023, USAID established a DDC team comprising experts from multiple units from the Bureau for Management, Office of the Chief Financial Officer (M/CIO) and constructed initial data commons technology solutions in USAID’s cloud environment. The DDC effort implemented these technologies in lab and development environments for testing and created required documentation for

				using these technologies in USAID's network.
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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.

Performance Goal Progress Update

The Bureau of Information Resource Management introduced two new performance indicators in FY 2023 to assess progress on this performance goal moving forward. The performance indicators focus on the enterprise-wide operational program [SE-ICAM] that tracks performance of any program in the Department throughout the year.

Key Performance Indicators

Indicator 4.2.3.1: (new indicator) Number of new assets to which ICAM is connected, each connection ensuring only authorized users are able to access important Department assets and their associated data. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	N/A	24	60	60
Result	N/A	N/A	N/A	N/A	79		
Status					Exceeded		

Indicator Analysis for indicator 4.2.3.1: FY 2023 was the first full year of metric results for this measurement. The target was exceeded in FY 2023 because of customer demand. Accordingly, the Department adjusted outyear targets based on predicted customer need.

Indicator 4.2.3.2: (new indicator) Percent of the identity attributes which make up the Master User Record (MUR) for employees that are mapped to authoritative sources, ensuring that the Department meets the "who is on the network" requirement. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	N/A	100%	100%	100%
Result	N/A	N/A	N/A	N/A	100%		
Status					Met		

Indicator Analysis for indicator 4.2.3.2: There was no variance between the target and actual results in FY 2023. The target was met. The outyear targets remain 100 percent.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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	Complete	Completed inventory of the identified 151 registered cloud assets and 5 central platforms. New assets and platforms will be added as they come online.

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 Bureau of Overseas Buildings Operations
USAID	Bureau for Management

Strategic Objective Progress Update

The Department's Bureau of Diplomatic Security (DS) enhanced the security monitoring solutions of 42 Department facilities and made security enhancements to a total of 163 domestic and overseas facilities. As of September 30, 2023, the Department enhanced the technical security countermeasures at 35 percent (163 of 460 total) sites. Despite retiring official reporting of this program as an Agency Priority Goal, the Department will continue to upgrade and enhance Department facilities' security monitoring solutions worldwide and will continue to track progress.

The Department's Bureau of Overseas Buildings Operations (OBO) completed over 300 projects in FY 2023 that addressed various infrastructure needs of the Department's overseas diplomatic facilities. These projects, ranging from new construction and renovations to rehabilitations and upgrades of various building systems and spaces, improved the condition of existing overseas facilities. Additionally, OBO made improvements to its facility condition data collection methodologies. Combined, these efforts led to an improvement in the overall portfolio Facility Condition Index (FCI) score and resulted in exceeding the projected FY 2023 target of the percent of overseas facilities with Facility Condition Indices (FCI) score above 70.

OBO's Climate Security & Resilience (CS&R) program enhanced its natural hazard information by completing two post-specific pilot Climate Adaptation Assessments. The U.S. Government Accountability Office (GAO) completed an audit of the CS&R program. Details of the audit can be found here: (<https://www.gao.gov/products/gao-23-105887>).

USAID assessed all Washington-based operating units during the FY 2023 Readiness Assessments and experienced a marked improvement to its readiness posture. The Agency's current readiness rate of 95.6 percent exceeds the rating target of 60 percent.

Strategies for Achieving the Objective and Next Steps

The Department's Bureau of Overseas Buildings Operations (OBO) will continue to evolve its real property capital planning business process to improve prioritizing, planning, evaluating, and committing to capital investment projects across the functional real property portfolio. Concurrently, OBO is also refining its capability to perform proactive Climate Adaptation Assessments to assess post-specific risks and develop conceptual adaptation strategies for existing missions. OBO will continue to facilitate data-informed facility condition and mitigation strategies to ensure that diplomatic missions are both secure from and resilient to natural hazards and prioritize projects with the greatest impact for posts worldwide.

USAID published the Strategic Action Plan for Operational Readiness (also known as the readiness strategy), outlining a strategic approach that synthesizes Agency offices, activities, operations, and resources over time, to build an Agency that is ready, resilient,

adaptable and able to provide an effective unified response with its interagency partners. Bureaus, Independent Offices, and Missions (B/IO/M) designated Deputy Assistant Administrators and Deputy Mission Directors as B/IO/M Deputies for Operational Readiness, responsible to lead readiness teams to achieve the performance objectives outlined in the Agency’s readiness strategy.

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 Progress Update

The Department made moderate progress in deploying Enterprise services to support the Department’s advancement in Zero Trust capabilities across the agency. As the Department continues to assess its current state and implement new technology across the enterprise, it is also factoring in dependencies and complexities that must be evaluated toward achieving the advanced maturity level as defined in the CISA ZT Maturity Model. The Department has adjusted its APG goal for FYs 2024-2025 to align with FISMA requirements as noted in Executive Order on Improving the Nation’s Cybersecurity ([E.O.14028](#)).

Key Performance Indicators

Indicator 4.3.1.1: (retired) Number of individual pillars advancing to the “Advanced” maturity level each year. (Traditional, Advanced, Optimal) (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	2	5
Result	N/A	N/A	N/A	0	0
Status					Unmet

Indicator Analysis for indicator 4.3.1.1: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

Indicator 4.3.1.2: (retired) Number of activities advanced within Pillar 1 – Identity. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	3	12

Result	N/A	N/A	N/A	1	6
Status					Unmet

Indicator Analysis for indicator 4.3.1.2: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

Indicator 4.3.1.3: (retired) Number of activities advanced within Pillar 2 - Device (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	3	12
Result	N/A	N/A	N/A	3	8
Status					Unmet

Indicator Analysis for indicator 4.3.1.3: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

Indicator 4.3.1.4: (retired) Number of activities advanced within Pillar 3 – Network/Environment (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	3	12
Result	N/A	N/A	N/A	3	5
Status					Unmet

Indicator Analysis for indicator 4.3.1.4: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

Indicator 4.3.1.5: (retired) Number of activities advanced within Pillar 4 – Application Workload (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	4	14
Result	N/A	N/A	N/A	0	6
Status					Unmet

Indicator Analysis for indicator 4.3.1.5: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

Indicator 4.3.1.6: (retired) Number of activities advanced within Pillar 5 - Data (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	3	12
Result	N/A	N/A	N/A	3	6
Status					Unmet

Indicator Analysis for indicator 4.3.1.6: With CISA releasing a new Zero Trust Maturity Model in FY 2023 Q3, the Department retired this indicator at the end of FY 2023.

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 Progress Update

The Department met the goal of updating 35 percent of domestic and overseas sites with enhanced security monitoring solutions. The official reporting on this goal ended in the fourth quarter of FY 2023. Despite retiring the official reporting, the enhancement of Department facilities' security monitoring solutions will continue, and the Department will internally track progress of this program.

Key Performance Indicators

Indicator 4.3.2.1 (retired): Update technical security countermeasures for Department of State facilities worldwide (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	120 (26%)	161 (35%)
Result	N/A	N/A	80 (17%)	121 (26%)	163 (35%)
Status					Met

Indicator Analysis for indicator 4.3.2.1: Result met the target; no indicator analysis is needed.

Indicator 4.3.2.2 (retired): Conduct technical security upgrade surveys needed to enhance Department of State facilities’ security monitoring solutions. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	40	80
Result	N/A	N/A	N/A	48	73
Status					Met

Indicator 4.3.2.3 (retired): Research, develop, and document designs for Department of State facilities’ security monitoring solution enhancements (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Target	N/A	N/A	N/A	47	95
Result	N/A	N/A	N/A	65	101
Status					Exceeded

Indicator Analysis for indicator 4.3.2.3: No analysis is provided as the Department has retired this APG.

Performance Goal Statement 4.3.3: Operational Readiness (USAID)

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

Performance Goal Progress Update

USAID surpassed the goal of achieving an overall scorecard rating of 85 percent, demonstrating a clear commitment to operational readiness and the Federal Mission Resilience Strategy. The Agency continues to develop resources and tools to support the operational readiness of overseas Missions and has an internal goal of implementing a Mission Readiness Assessment by FY 2025.

Key Performance Indicators

Indicator 4.3.3.1: Readiness Scorecard Rating. (USAID)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	N/A	60	70	85

Result	N/A	N/A	N/A	Baseline established	95.6		
Status				Met	Exceeded		

Indicator Analysis for indicator 4.3.3.1: After establishing a baseline of 63 percent in FY 2022, the Agency developed a readiness strategy and tools to empower all USAID Washington (USAID/W) operating units to take ownership of and improve their readiness posture. The results of this concerted effort had a tremendous positive effect and, after assessing all 22 USAID/W operating units in FY 2023, the Agency saw its readiness rating increase by 22.6 points. Following the FY 2023 assessments, the Agency revised the scorecard to include more qualitative measures for FY 2024 and, in FY 2025, plans to pilot a scorecard to assess the operational readiness of USAID’s overseas Missions. Lower projections for FY 2024 and FY 2025 reflect these updates.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
4.3.3.2	Establish baseline for USAID Readiness Scorecard Rating (USAID)	FY 2022 Q4	Complete	USAID successfully established a baseline for its readiness scorecard.

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.

Performance Goal Progress Update

In FY 2023, OBO continued to resolve physical security deficiencies through targeted construction projects and continued to grow its repository of information for natural hazards integrating it into broad decision-making processes. In FY 2024, OBO will continue to refine project prioritization methodologies to identify projects with the greatest impact for posts worldwide.

Key Performance Indicators

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	180	134	176	228	171	107
Result	N/A	144	115	146	230		
Status				Unmet	Exceeded		

Indicator Analysis for indicator 4.3.4.1: The FY 2024 and 2025 indicator targets are based on the number of deficiencies that will be resolved through scheduled capital security construction and compound security upgrade projects. Targets fluctuate with projected completion dates. New Consulate Compounds (NCC) and New Embassy Compounds (NEC) construction projects resolve all existing deficiencies at a post, while compound security upgrade (CSU) projects resolve specific physical security deficiencies. Casablanca and Erbil NCCs are scheduled for completion in FY 2025 and will resolve a total of 33 deficiencies at these posts. CSU projects scheduled for completion in FY 2025 will resolve an additional 74 physical security deficiencies.

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

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	N/A	N/A	72%	72.5%	74.5%	75%
Result	N/A	N/A	N/A	72%	74.4%		
Status				Met	Exceeded		

Indicator Analysis for indicator 4.3.4.2: In FY 2023, 74.4 percent of overseas government owned facilities (6,930 out of total 9,305 properties) rated facility condition indices (FCI) scores higher than 70 percent, which exceeded the target of 72.5 percent. Through

completed improvement projects, an increase in the number of posts’ responses to OBO’s 2023 standardized Annual Facility Condition Survey (AFCS), and improved facility condition data accuracy, OBO increased the percent of facilities with an FCI score above 70 by 2.5 percent in FY 2023. Based on current performance, the FY 2024 target has been adjusted from 73 percent to 74.5 percent. FY2025 target has been adjusted to 75 percent.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
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	In Progress	The program is continuing with implementation and enhancement of its natural hazard information. The development of climate adaptation assessment methodologies and emergency preparedness activities continue. CS&R program plans will be re-evaluated by the end of FY 2024 in alignment with the GAO-23-105887 recommendation.
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	FY 2023 Q3	Complete	USAID’s FY 2024 to FY 2028 Real Property Capital Plan and USAID’s Climate Action Plan outline agency strategies to meet USAID’s milestone for USAID-owned or managed properties overseas. Specifically in collaboration with the Department of State, USAID

	<p>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)</p>			<p>performed a screening-level analysis of independently owned, leased, and managed USAID facilities to rank them according to their relative natural hazards risk. The analysis incorporated eight natural hazards.</p>
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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

Strategic Objective Progress Update

The Bureau of Consular Affairs (CA) successfully expanded the availability of an online payment option for U.S. citizen adult passport renewal (DS-82) applicants overseas from 67 to 163 countries, now covering the globe where routine consular services are currently performed. Customers can mail in or drop off their applications without the need to visit the consular section. Consular managers are better positioned to reallocate limited staff resources and appointments to other core functions still requiring in-person appearances. Handling of renewal applications during outreach events is likewise streamlined and safer with reduced amounts of cash collected.

CA continued the process of updating and improving Travel.State.Gov (TSG), beginning a content review with all units and is on track to deliver a revised TSG website by December 2024. Based on a realistic projection of the work remaining conducted by the TSG Web Manager hired in May 2023, CA revised the deadline from September 2024 to December 2024. To ensure the deadline is met, CA is adding additional staff and tripled the amount of work completed with existing staff in the November – January three-month IT work period compared to past work periods. Because this project is “important but not urgent,” crises that draw staff away

from this project remain a risk for timely completion. During the Israel-Gaza task force, content work for the redesign was paused for about three months so staff could volunteer on task forces and perform near-daily updates on the existing TSG to communicate information about the crisis to the public.

Strategies for Achieving the Objective and Next Steps

CA is poised to expand the availability of an online fee payment option to first-time U.S. citizen applicants, minors, and lost/stolen passport cases applying with the DS-11 passport application form, offering the widest array of overseas product options yet.

CA is currently on track to complete a review of all content on Travel.State.gov to streamline and reduce duplicative information. CA has begun customer experience research working with customers to develop a new design based around customers’ top tasks, and plan to launch a beta version of a redesigned TSG by the end of FY 2024, with a planned release to the public by the end of December 2024. CA has brought on an additional content strategist contractor, with another FTE contractor planned, and is currently evaluating the remaining workload to determine if additional resources (particularly in web development) may be needed to ensure the project remains on track.

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.

Performance Goal Progress Update

CA successfully implemented the overseas Pay.gov program for adult passport renewals (DS-82) to all overseas missions. In FY 2023, availability of the Pay.gov online fee payment option expanded to 98 additional overseas posts, for a total of 163 active missions or 100 percent by application workload.

Key Performance Indicators

Indicator 5.1.1.1: Percent of Overseas Missions that participate in Pay.gov DS-82 program. (State)

Value Type	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Target	N/A	5%	25%	87%	90%	100%	100%

Result	N/A	7%	29%	87%	100%		
Status				Met	Exceeded		

Indicator Analysis for indicator 5.1.1.1: Increased CA’s Office of the Comptroller (CA/C) staffing combined with expertise accrued since the program’s inception and data automation enabled a strategic redesign to centralize global reconciliation responsibility within CA/C. The resulting “Cashierless” upgrade proved highly scalable in terms of adding all remaining missions, even those with minimal staffing or intermittent FMO support.

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.

Performance Goal Progress Update

In FY 2023, CA onboarded a Travel.State.Gov Web Manager to lead the review, assessment, and update of Travel.State.Gov. The redesign team completed work to identify Travel.State.Gov visitors’ “top tasks” so CA can optimize the new site design around those tasks. A review of all content is underway, and on track to finish by the end of May, despite a delay caused by reallocating staff for an unanticipated world crisis.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
5.1.2.1	Travel.State.Gov Review and Assessment (State)	FY 2022 Q4	In Progress	TSG Web Manager was onboarded in FY 2023. The review and assessment of TSG is ongoing.
5.1.2.2	Travel.State.Gov Implementation (State)	FY 2023 Q4	In Progress	TSG Web Manager onboarded. Completion of TSG implementation plan pushed to Q1 of FY 2024.

5.1.2.3	Travel.State.Gov Overall improved website assessment/quality review (State)	FY 2024 Q4	Planned	TSG Web Manager onboarded. Assessment of the updated TSG planned for Q4 of FY 2024.
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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

Strategic Objective Progress Update

The Bureau of Consular Affairs eliminated all passport backlogs (applications exceeding publicly available timeframes) by the end of FY 2023. During the year, CA received 21.6 million passport applications, the highest ever, and produced more than 24 million passport products. While average processing times were under the publicly stated target timeframes, processing of some applications exceeded the target timeframes due to unprecedented demand during the busiest summer months.

Average routine and expedited processing times peaked at 11.1 and 6.9 weeks respectively in FY 2023 but by December 2023, average processing times were below 4 weeks for routine cases and under 3 weeks for expedites -- the lowest since January 2019. In addition, the volume of applications pending adjudication decreased from a record 3.3 million in April 2023 to 414,000 by the end of December 2023. Both milestones are the result of a network-wide focus on initiatives to maximize labor throughout, reduce work-in-progress, increase capacity, and reduce rework and unproductive time.

On behalf of the Department, CA advanced new arrangements with partner nations to increase information-sharing efforts and connectivity to international criminal and terrorist databases that allowed the completion of three new agreements in FY 2023.

Strategies for Achieving the Objective and Next Steps

CA continues to recruit and increase staffing to build capacity for future passport demand surges, including use of direct-hire authority. CA will continue to work with partner bureaus to increase efficiency in hiring and onboarding.

The Department exceeded the milestone target on engaging with and entering into information sharing agreements with three new partner nations. Active engagements and negotiations are ongoing with additional partner nations, with expectation to complete agreements with up to three new partners before the start of FY 2025.

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.

Performance Goal Progress Update

Over FY 2023, average routine processing times were 8.7 weeks but peaked at 11.1 weeks with many passports issued in 12+ weeks during the busiest months. Average expedite processing times were 5.0 weeks but peaked at 6.9 weeks with many passports issued in 8+ weeks during the busiest months. CA anticipates being able to consistently meet or improve upon targets. CA returned to pre-pandemic service timeframes in December 2023 (first quarter of FY 2024).

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 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Target	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%	Routine: 99% Expedited: 99%
Result	Routine: 100.00% Expedited: 100.00%	Routine: 82.29% Expedited: 99.32%	Routine: 87.60% Expedited: 86.50%	Routine: 95.37 % Expedited: 99.08%	Routine: 89.78% Expedited: 86.55%		
Status				Met	Unmet		

Indicator Analysis for indicator 5.2.1.1: During FY 2023, CA received an unprecedented 21.6 million passport applications, exceeding adjudicative capacity. To meet this challenge, CA relied on extensive adjudicative overtime, temporary duty (TDY) support, and a Washington DC-based satellite office staffed by volunteers, Re-Employed Annuitants, and newly hired Foreign Service Officers and Consular Fellows who adjudicated passport applications prior to their transfer to overseas assignment. CA also recruited aggressively to increase staffing levels, partnering with other Department bureaus to expedite hiring and onboarding and increasing adjudicative staff by 10.3 percent over FY 2023. CA continues to increase staffing and recruitment to meet future demand surges.

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.

Performance Goal Progress Update

The Department continues to assess and engage foreign partner countries on information sharing arrangements. The political will and partner countries’ differing legal culture present potential challenges that sometimes result in slower than expected agreement signings.

Key Milestones

Milestone #	Milestone Title	Due Date: FY and Quarter	Status	Progress Update
5.2.2.1	Expand info sharing to at least one additional partner nation (State)	FY 2022 Q4	Delayed	COVID restrictions on in-person meetings and travel in 2020-22 delayed concluding information-sharing agreements with new partners. One new arrangement is close to completion and two more are in progress and all are expected to be concluded in 2023.
5.2.2.2	Expand info sharing to at least one additional partner nation (State)	FY 2023 Q4	Complete	Completed info-sharing agreements with three new partner nations. Engaged with at least five new partners and sustained

				engagement with nearly twenty existing partners through FY 2023.
5.2.2.3	Expand info sharing to at least one additional partner nation (State)	FY 2024 Q4	In Progress	Negotiations are continuing with at least five new partners, including with one multilateral forum. At least three countries will be visited in 2024 to assess for info sharing capabilities.
5.2.2.4	Expand info sharing to at least one additional partner nation (State)	FY 2025 Q4	Planned	Work has not started.
5.2.2.5	Expand info sharing to at least one additional partner nation (State)	FY 2026 Q4	Planned	Work has not started.

Annex: Indicator and Milestone Methodology

For each key performance indicator and milestone there is a 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 Department’s Bureau of Cultural and Educational Affairs (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, 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 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 overseas posts and relevant domestic bureaus</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>Percent 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, 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. 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. 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. non career). 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
Number of new assets to which ICAM is connected	<p>Data Source: Data is collected from several sources: Okta reporting tool; ServiceNow reporting tool; Back up records collected from users/customers. Source of the data for this indicator: Official Government records, official reports from implementing partners, analysis of specific secondary data sources, qualitative methods such as focus groups or interviews, surveys, direct observation.</p> <p>Data Limitations: Data limitations are minimal as a result of multiple redundancies as well as monthly audits into data inputs.</p>
MUR identity attribute percent	<p>Data Source: Data is collected from Cross-Department authoritative data sources (G-IDMS, SRTS, IS3, etc.). Source of the data for this indicator: Official Government records, official reports from implementing partners, analysis of specific secondary data sources, qualitative methods such as focus groups or interviews, surveys, direct observation.</p> <p>Data Limitations: Data is dependent upon availability and integrity of customer provided data from authoritative sources.</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>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
Number of resolved physical security deficiencies through OBO projects	<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.</p> <p>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
Percent of overseas facilities with Facility Condition Indices (FCI) score above 70	Data Source: Data is collected in the Global Maintenance Management System (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 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 that participate in Pay.gov DS-82 program	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.
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