Produce evaluations of projects, processes, and programs. In the prior year, the Department completed 19 evaluations of Diplomatic Engagement-funded work, completed 27 evaluations of Foreign Assistance-funded work, and continued an effort to expand the use of evidence in the internal budget development process with senior leadership. To ensure easy access to high-quality evaluation expertise, State partnered with the Department of the Interior to put in place a new indefinite delivery indefinite quantity (IDIQ) contract for the provision of technical expertise in support of our evaluation policy and Managing for Results framework. Contract holders under the IDIQ can provide a range of services to bureaus and offices to include: establishing monitoring systems, logic modeling, performance management plans, and conducting evaluations.

Implement a comprehensive knowledge management strategy. In 2015, Department internal reviews identified the need to apply thoughtful knowledge management to increase the use of evidence in decision making. Significant progress has been made across the Department in gathering data and structuring it to inform and support critical decision making. The Bureau of Information Resource Management (IRM), Enterprise Data Quality Initiative, and related governance boards have developed consistent, repeatable processes to set policies and establish standards that support knowledge management, records management, and Open Data goals. Each quarter, the Department disseminates a Department Data Catalog as part of an Inventory Data Collection submission to Data.gov and OMB. This is the Department's catalog of the collection of public datasets which are owned and maintained by the respective data owners and stewards.

Advance the use of data in decision making. As part of the Department's Redesign effort stemming from the Executive Order on a Comprehensive Plan for Reorganizing the Executive Branch, the Department prioritized the access and extensive use of data from across the organization. This data was compiled and analyzed by the Redesign's Analytics Team to provide the Redesign Team with data products and valuable insights to inform the recommendations in the Redesign report. Through a separate grassroots effort, the Department established a data community of practice (Data Community) with the mission of networking data champions to advance the use of data across the Department. Last year, the Data Community hosted an event dedicated to the

integration of data into foreign policy. Over 200 employees attended the event, where twelve teams across the Department presented their bureau's cutting edge approach to data-driven foreign policy.

Management Challenges: Providing an Independent Statement of the Agency

In the 2017 annual statement, the Department's Office of Inspector General (OIG) identified the most serious management and performance challenges for the Department. These challenges were identified in the areas of: protection of people and facilities; oversight of contracts, grants, and foreign assistance; information security and management; financial and property management; operating in contingency and critical environments; workforce management; and promoting accountability through internal coordination and clear lines of authority.

The OIG statement may be found in the Other Information (OI) section of this report (see pages 103-120). In response to the OIG's recommendations, the Department took a number of corrective actions. Information on management's assessment of the challenge and a summary of actions taken may also be found in the OI section.

Deputy Secretary Sullivan pays tribute at the Diplomatic Security Memorial in Arlington, Virginia, August 9, 2017.
Department of State