USAID
FROM THE AMERICAN PEOPLE

USAID
STRATEGIC SUSTAINABILITY PERFORMANCE PLAN

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United States Agency for International Development

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2014 USAID Agency Sustainability Policy Statement

The U.S. Agency for International Development (USAID) is the U.S. Government's lead agency in providing assistance to the developing world consistent with the Foreign Assistance Act of 1961, as amended, other foreign assistance legislation and the National Security Strategy.

USAID is committed to integrating the ideals and practices of environmental sustainability into its administrative, operational, program policies and activities; and minimize, to the extent practicable, negative environmental impacts of USAID operations and programs.

As climate change occurs on a global level and the earth's resources are finite, USAID believes it necessary to apply sustainability practices not only to domestic operations, but also to USAID's development assistance activities worldwide. USAID will lead by example to create a greener environment and to comply with the spirit of Executive Order 13514 and Executive Order 13653 in Agency programs and operations.

USAID operates in over 100 countries worldwide and recognizes that application of environmentally sound practices in our overseas activities will achieve the greatest benefit towards realization of our sustainability goals. In recognition of our worldwide presence, USAID will strive to reduce greenhouse gas emissions at the international level.

USAID is committed to the ideals and practices of environmental responsibility through the implementation measures designed to:

- Integrate the principles of environmental sustainability into its administrative, operational, and program policies and activities;
- Minimize, to the extent practicable, any negative impact of USAID operations and programs on the environment, through a process of continual improvement and strategic investment;
- Incorporate climate change adaptation into Agency operations and development assistance;
- Create opportunities for good environmental practice and awareness of environmental policies and issues amongst Agency personnel;
- Foster the continued development of best practices and expertise in environmental disciplines in order to provide knowledge and capacity building related to environmental sustainability throughout USAID and its programs; and
- Establish transparent decision-making processes that encourage the expression of alternative solutions and promote sustainability.

USAID will implement its sustainability program through a comprehensive plan with measurable goals and with monitoring and evaluation of performance against the plan. USAID is dedicated to partnering with federal agencies and the private community to address environmental issues domestically and internationally.

2013 USAID STRATEGIC SUSTAINABILITY PERFORMANCE PLAN OVERVIEW

Section 8 of Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, requires Federal agencies to develop, implement, and annually update a multi-year Strategic Sustainability Performance Plan (SSPP). USAID has submitted SSPP's to the Council on Environmental Quality (CEQ) and the Office of Management and Budget (OMB) annually since 2010. This document is an overview of the 2013 submission.

SECTION 1: VISION AND STRATEGY

USAID is committed to fostering a clean energy economy and to sustaining the environment by conducting operations and programs in an environmentally responsible manner, complying with environmental laws and regulations, and leading by example.

USAID's programs operate globally and impact millions of people worldwide. In response to the growing concerns about the adverse impacts of climate change, USAID's mission is to improve the living conditions of people in developing countries while minimizing detrimental impacts to the environment. USAID helps these stakeholders generate prosperity in innovative, and sustainable ways while conserving natural resources and minimizing contamination.

USAID's sustainable program includes the following areas of emphasis:

- Integrating climate change adaptation strategies into USAID's programs and operations in order to minimize risks to Agency assets and program activities
- Procuring energy efficient and environmentally preferable electronic products and utilizing sound environmental practices when disposing of those products
- Supporting green transportation and a reduction of Greenhouse Gas (GHG) emissions from employee commuting
- Designing, constructing, and operating high performance facilities and using regional and site-specific green infrastructure practices
- Development of environmental management systems for implementation at the appropriate organizational levels
- Engaging employees, stakeholders, and the public in our environmental commitment
- Reducing consumption and reliance on nonrenewable energy by promoting renewable energy projects and programs
- Promoting water conservation through identification of water inefficiencies and implementation of water conservation projects
- Implementing sustainable acquisition practices for recycled content, energy efficient, bio-based, and environmentally preferable products, and services
- Pursuing waste management strategies that include reducing, reusing, or recycling

SECTION 2: PERFORMANCE REVIEW AND ANNUAL UPDATE

Sustainability Practice Goals

Goal 1: Greenhouse Gas Reduction and Maintenance of USDA Comprehensive Greenhouse Gas Inventory

USAID focuses on Scope 3 emissions as the Agency does not operate facilities or purchase power directly from utility operators. USAID's reports on emissions from air travel, ground travel, employee work commute, and waste water treatment of USAID occupied domestic facilities.

Total Scope 3 emissions for 2013 were 10,350.2 metric tons of carbon dioxide equivalent. Total Scope 3 emissions from baseline 2008 were 7573.7 metric tons of carbon dioxide equivalent. Emissions from employee air travel in FY2013 were 6875 metric tons of carbon dioxide equivalent. For baseline FY2008, GHG emissions were 5284 metric tons of carbon dioxide equivalent.

Emissions from Washington-based employee work commute account for the second highest source of Agency GHG emissions. FY2013 emissions from employee commute were 2774 metric tons of carbon dioxide equivalent. Emissions from employee commute were 1982 metric tons of carbon dioxide equivalent in baseline FY2008.

A behavioral change in employee commuting represents the best opportunity for achieving GHG reductions for scope 3 activities. Proposed reductions in emissions from air travel are more difficult to attain considering air travel is a critical aspect of the Agency mission and may fluctuate due to assistance needs directed towards unforeseen circumstances such as natural disasters and human caused crisis. Reductions in emissions from employee commute will be pursued through expanding telework opportunities and alternative work locations. USAID will analyze telework participation rates and transportation commuting modes to target specific GHG emission reduction strategies.

Goal 2: Buildings, ESPC Initiative Schedule, and Regional and Local Planning

USAID does not own or operate facilities domestically and most overseas facilities are operated by the Department of State. USAID is, however, undertaking some facility construction that incorporates green building design and features.

In Pretoria, South Africa, the USAID Mission is building an office building that is adjacent to the original building on the site. This new building has been designed to fulfill the requirements for the Green Building Council of South Africa's Green Star rating system, and is targeting a 4-star rating. Green Star ratings were developed using best practices from the analogous U.S. Green Building Council's LEED standards and United Kingdom standards. The building is currently under construction. In addition to the overall green designation, final design will incorporate solar panels for power generation.

The USAID facility the first 4-star office building in Pretoria and incorporates design, construction, and operational practices that significantly reduce or eliminate the negative impact of development on the environment and occupants. It is targeting an energy operating rating between 33% and 56% more efficient than the market average benchmarks. In addition, this project achieves the standards outlined in the USAID Climate Change and Development Strategy (SO3) that states the need to "strengthen development outcomes by integrating climate change in Agency programming, learning, policy dialogues, and operations." The project specifically targets Intermediate Result 3.3 which

stresses the need to "lead by example through adoption of low emission and energy-saving operations."

As described in the previous Agency Strategic Sustainability Performance Plan, the Washington Learning Center opened in February 2013. This dedicated training facility is 50,029 rentable square feet. The new building features convenient public transportation and walkable amenities which adheres to the Environmental Protection Agency's Smart Growth principles. As a LEED Silver Certified project, this endeavor supports USAID's sustainability goals and demonstrates our commitment to building sustainable and environmentally friendly communities wherever we are in the world. Besides being strategically located in a transit-oriented area, this location is highly efficient in its use of resources, including marked reductions in energy and water consumption as compared to typical office buildings. In addition, USAID has been able to improve the workplace and training environment through enhanced indoor environmental quality such as natural lighting and the use of low-emitting materials.   USAID will also purchase "green" power for this facility using Renewable Energy Credits.

At the USAID Washington offices located within the Ronald Reagan International Trade Center building, a workplace transformation is being piloted through physical improvements and renovations on the seventh floor. The first phase of this project targeted 27,000 square feet built out to LEED certification for Commercial Interiors (LEED-CI). The new space features a 30% increase in seats, four-fold increase in conference rooms and a secure Video Teleconferencing (VTC) room; the latter helping to reduce travel, thus contributing to greenhouse reductions. The upgraded infrastructure allows for wireless capability and improved lighting. The remainder of the seventh floor will be completed during phase two of the pilot in 2015 and will reflect the same sustainable features as delivered in phase one.

Data center consolidation has had a positive impact on sustainability, in addition to increasing server capacity and utilization, this initiative has freed up approximately 4500 net square feet of space located in the Ronald Reagan Building. This space is now being utilized in the second phase of the workplace transformation pilot project. The new data center is located in Miami, Florida, and takes up 450 square feet of space. USAID's decision to move the data center operations to a managed operations center and virtualize approximately 80% of servers will reduce energy costs and dramatically reduce the space requirements. A smaller data center translates to less energy and space used by USAID.

USAID/Peru is pursuing a comprehensive greenhouse gas emissions inventory for their operations and potentially for program activities.   In response to Executive Order 13514, USAID, and the Agency's commitment to implementing sustainable practices, USAID/Peru has determined that a carbon footprint analysis is necessary in order to reduce its environmental footprint. Further, USAID/Peru is striving to become the first net-zero emissions USAID Mission. The implementation of this analysis and carbon offsetting is an opportunity to demonstrate leadership in the field of climate change, while promoting awareness of climate change and GHG emissions amongst personnel through mission-wide emissions reductions initiatives.

The carbon footprint analysis will calculate GHG emissions from Scopes 1, 2, and 3 sources and provide recommendations on reducing emissions through improvements to USAID occupied facilities and US government assets in Peru.   Emissions reductions may be obtained through energy savings, water conservation, fleet fuel efficiency improvements, and adjustments to facility

operations procedures. USAID/Peru is considering additional analysis of the Agency footprint in program delivery in future years.

Goal 3: Fleet Management

USAID's domestic fleet quantity is below the reporting threshold. The Department of State manages most fleet vehicles at overseas locations.

Goal 4: Water Use Efficiency and Management

USAID does not purchase utilities directly.   USAID occupied facilities in Washington D.C. are managed and operated by GSA. USAID is undertaking remodeling of the Agency occupied portion of the Ronald Reagan Building.   The LEED certified target will include water conservation devices.

Goal 5: Pollution Prevention and Waste Reduction

USAID maintains an active recycling program for paper, aluminum, and plastics.

This year USAID is introducing new policy on procurement of printing and graphics services. The new policy incorporates both energy savings and waste reduction measures into procurement of printing and graphics services.

Printing and graphics services provide printing, binding, reproduction, and copying of Agency-wide material. These services are available to the staff of USAID/Washington (USAID/W) and, upon request, to overseas Missions when submitted through their respective Bureau/Independent Office (B/IO). The sustainability components of USAID's new print management policy are:

- All printing devices utilized are Energy Star compliant
- The most energy efficient devices in their respective volume bands will be procured.
- Devices are able to utilize environmentally-friendly remanufactured toner and unique package-free toner
- Devices are manufactured with a high percentage of recycled content
- Devices will use 100% recycled- and 50% post-consumer content paper.
- Devices are required to default to duplex printing to minimize paper usage.
- Device disposal through a recycler certified to either the Responsible Recycling Standard or the E Stewards Standard.
- Double-sided printing;
- Eliminating color printing unless absolutely necessary;
- Vendors selected for printing and graphic services will utilize the sustainable practices listed above.
- Reduction of margin sizes;
- Reduction of line spacing;
- Reduction of font size and changing font type to save ink and toner;
- Usage of specialty fonts; such as fonts with blank holes that are not visible when

- Documents are printed with typical font sizes.

USAID's Global Development Lab manages the Agency's Limited Excess Property Program (LEPP). The LEPP program was set out under sections 607 and 608 of the Foreign Assistance Act (FAA) and gives USAID special authority to give approved Private Voluntary Organizations (PVOs) access to government excess property under the U.S. General Services Administration and the Defense Logistics Agency's Disposition Services' excess property programs. The LEPP PVO partners in turn use the property to build the capacity and the speed and efficiency of their local in-country partners. Some of these local partners are community hospitals and medical clinics who receive medical supplies and equipment enabling them to provide higher quality service to a larger group of people. Other PVO program partners work closely with in-country schools and technical training facilities providing computer equipment which enables a higher level of education and human resources development.

The program provides an innovative and cost effective means to dispose of excess government property in a way that supports and furthers overall U. S. government development goals. Since the program's inception, it has transferred on average $15-$30 million of USG excess property annually.

Goal 6: Sustainable Acquisition

Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance,* (October 5, 2009) requires that the Federal Government demonstrate leadership in sustainable acquisition and foster the market for sustainable technologies and environmentally preferable materials, products, and services. It also requires federal agencies to ensure that 95 percent of new contract actions, including task and delivery orders, for products and services are energy-efficient, water-efficient, bio-based, environmentally preferable, non-ozone depleting, contain recycled content, and are non-toxic or less-toxic alternatives.

USAID is proposing modification to the Automated Directive System (ADS) which is the Agency written policy for all program and operations. A new chapter on sustainable acquisitions will be developed and incorporated into the ADS. To ensure that contract actions contain sustainability requirements, USAID is proposing to develop a sustainability field for use in the Global Acquisition and Assistance System (GLAAS).   GLAAS is the internal Agency procurement database similar to the Federal Procurement Database System. The GLAAS database generates contract actions and required language.

Goal 7: Electronic Stewardship and Data Centers

USAID will obtain 95% of electronic products that are FEMP designated, ENERGY Star qualified, or E-PEAT registered by 2014. Power management features of PCs, laptops, and monitors will reach 100% by 2014. Video-Teleconference (VTC) Strategy: USAID will increase Video-teleconferencing (VTC) use to 80 overseas sites and 10 domestic sites. Increased VTC usage will reduce GHG emissions due to air and ground travel.

Metrics: USAID has 218 VTC sites in June 2014. VTC use during the year ending June 4, 2014 totaled 12,285 hours.

Metric Target: During 2014, USAID plans to add 10 VTC systems in new building at 2200 Crystal Drive (a.k.a. Crystal Plaza 4).

Goal 8: Innovation and Government-wide Support

USAID coordinates with other federal tenants of the Ronald Reagan building for the recycling program which is administered by GSA. USAID also participates with EPA on organizing Earth Day events at the Ronald Reagan building.

Challenges

> **Green House Gas Emissions**

USAID does not operate its own facilities domestically.   Requirements of E.O. 13514 do not apply overseas and most USAID occupied facilities are owned and operated by the Department of State. Therefore, USAID only reports on scope 3 emissions limiting opportunities for significant GHG emissions reductions.

Lessons Learned

> **Sustainability Integration**

Integrate sustainability practices and concepts at the beginning stages of projects, activities, or initiatives. The support of senior managers and leaders is critical to the success of sustainability projects and programs.

SECTION 3: PLANNED ACTIONS

USAID will continue to aggressively pursue and expand upon the achievements of the sustainability goal areas delineated in Section 2 above. This section also provides an overview of USAID's vision for FY 2013 and beyond regarding recent Administration priorities and initiatives such as:
- Climate Change Adaptation
- Pilot programs for calculating GHG emissions inventory and implementation of energy savings measures.
- Scope 3 GHG emissions reductions

Sustainability Practice Goals

Fleet Vehicle Emissions

USAID's domestic fleet numbers are below the reporting requirements under E.O. 13514.

Sustainable Acquisition

USAID has not achieved the target of 95 percent compliance with sustainable acquisition language in applicable contracts. USAID is collaborating with the Sustainable Acquisitions and Materials Management (SAMM) workgroup in coordination the Office of Management and Budget's Office of Federal Procurement Policy in developing green purchasing training available for the federal workforce. This interagency green procurement training will be a standard component of basic procurement training for USAID employees.

USAID has identified the internal Global Acquisition Assistance System (GLAAS) as the best option for integrating green procurement requirements into contract actions. The GLAAS is similar to the Federal Procurement Database System (FPDS) which contains a sustainable acquisitions field. USAID will pursue testing a sustainable acquisitions field for GLAAS. GLAAS generates contract actions for vendors and stipulates FAR and Agency requirements.

Electronics Stewardship and Data Centers

Since FY2011, most purchases by USAID of end user computers were laptops. USAID purchased Lenovo laptops, Apple Mac Pro and Apple Mac Air laptops. All of these devices meet the Department of Energy's Energy Star standards, and are also listed as EPEAT products. This focus on using laptops has resulted in significant energy savings, since our current standard desktop uses 240 watts while our standard laptop uses only 65 watts, a drop in energy consumption of 73%.

Wake on LAN was implemented in USAID Washington in FY2012. This allows the laptop or desktop computer to be powered down approximately 15 hours of a work day. This change cuts energy consumption by 77%/year.

USAID is in process of changing from a widespread distribution of personal and dedicated network printers, to Multi-Function Devices (MFDs) for the Agency's printing needs. USAID/W currently has 148 MFDs which have replaced USAID's copiers, and our providing the functionality of the single purpose peripheral devices to many of our staff, especially in two of our three largest buildings, Potomac Yard and SA-44.

USAID's CIO is not replacing existing single purpose devices and plans to phase out most of the existing inventory of these devices. Our goal is to phase out most of these single purpose devices in USAID/Washington: 1,422 printers, 257 scanners and 122 fax machines from our 2012 inventory. In order to better track these devices, USAID is conducting a detailed inventory of all of our IT devices in the US. As this phase out progresses, the number of printers will be reduced drastically, as well as the percentage that can't do duplex printing.

Since the first Agency Sustainability Plan submitted in 2009, USAID has closed most of its data centers. USAID's HQ building's TCOC (Telecommunications & Computer Operations Center) was closed in 2012. The closure of the TCOC impacted approximately 90% of the agency's servers in the US. Additionally, USAID closed smaller data centers at OFDA's Quincy St. site in FY 2010 and the Tech Hub in FY 2011.

During the last year USAID has significantly increased the capacity of its video conferencing infrastructure and added VTC systems. These changes have enabled more multipoint VTC calls. This has resulted in a 13 fold increase in VTC traffic which is thought to have resulted in decreased need for travel, and therefore travel related energy costs and environmental impact. From June 2012 to the present, USAID has made 11,915 calls of greater than one minute duration.

Section 4: Administration Priorities and Initiatives

Climate Change Adaptation

USAID prepared its first Agency Climate Change Adaptation Plan in 2012, in compliance with Executive Order 13514. That Adaptation Plan was released for a 60-day public comment period in early 2013, during which USAID received comments from 13 individuals, organizations and coalitions. These comments were carefully considered, and an updated Plan was submitted later in 2013.

This year, the 2014 Agency Climate Change Adaptation Plan reports on progress against the deliverables proposed in the previous Plans. A Supplement addresses the new requirements established in Executive Order 13653 and the associated guidance issued by CEQ in December 2013. Along with the new Agency Climate Change Adaptation Plan, USAID has also prepared an updated Adaptation Policy Statement to submit in June 2014.

USAID's *Climate Change and Development Strategy: 2012-2016* included a number of actions to integrate climate change adaptation into the Agency's mission, programs, and operations. In line with this strategy and the Agency Adaptation Plan, USAID will continue to provide guidance and training for USAID staff and implementing partners on resilient programming in climate-sensitive sectors. USAID is developing new curricula and training development professionals from a variety of disciplines to understand climate change, its potential impacts on development gains, and opportunities to spur low emissions, climate resilient development. USAID is continuing to review and update the Agency's environmental guidelines in order to incorporate climate change considerations. Furthermore, USAID is beginning to explore ways to consider adaptation and climate resilience with respect to Agency suppliers, including building the capacity of implementing partners to understand and address potential climate change impacts.

USAID will also continue to implement targeted adaptation programs in vulnerable countries and communities around the world. Our dedicated Adaptation funds will help vulnerable countries address the needs of sectors most affected by a changing climate, including water, infrastructure, agriculture, urban planning, natural resource management, and tourism. USAID focuses its adaptation assistance on small-island developing states, least developed countries, especially in sub-Saharan Africa, and countries that depend on glacier melt for their water supply.

Table 1: Agency Size & Scope

Agency Size & Scope	FY 2012	FY 2013
Total Number of Employees as Reported in the President's Budget	9,698	9410
Total Acres of Land Managed	0	0
Total Number of Buildings Owned	0	0
Total Number of Buildings Leased (GSA and Non-GSA Lease)	10	10
Total Building Gross Square Feet (GSF)	899,434	899,434
Operates in Number of Locations Throughout U.S.	7	7
Operates in Number of Locations Outside of U.S.	106	106
Total Number of Fleet Vehicles Owned	0	0
Total Number of Fleet Vehicles Leased	4	4
Total Number of Exempted-Fleet Vehicles (Tactical, Law Enforcement, Emergency, Etc.)	9	9
Total Amount Contracts Awarded as Reported in FPDS ($Millions)	1,045	1,293

United States Agency for International Development

Evaluating Previous Strategies

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 1 & 2

(A) Strategy	(B) Did you implement this strategy? (Yes/No)	(C) Was the strategy successful for you? (Yes/No)	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	No	[Please Choose]	USAID does not report on Scope 1 and 2 emissions as the Agency operates no domestic facilities.
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	[Please Choose]	[Please Choose]	
Install building utility meters and benchmark performance to track energy and continuously optimize performance	[Please Choose]	[Please Choose]	

Goal 1: Greenhouse Gas (GHG) Reduction – Scope 3

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce employee business ground travel	No	No	Air travel emissions increased from baseline year 2008. Air travel by USAID is often dependent on global events such as natural disasters which can cause fluctuations in GHG emissions from year to year. USAID will focus on achieving reductions in employee commute. Telework and alternative work locations are more under the operational

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
			control to achieve reductions.
Reduce employee business air travel	No	No	
Use employee commuting survey to identify opportunities and strategies for reducing commuter emissions	Yes	Yes	USAID will focus on achieving reductions in emissions by encouraging telework and alternative work locations. Emissions from employee commuting are the second largest GHG contributor for the Agency and represent a more achievable goal than emissions from air travel.
Develop and implement bicycle commuter program	No	[Please Choose]	

Goal 2: Sustainable Buildings

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Incorporate green building specifications into all new construction and major renovation projects	Yes	Yes	USAID is currently remodeling office space at the Ronald Reagan Building. The new office space will be LEED rated silver at a minumum. The USAID South Africa Mission new facillity will be green rated as per South Africa green building rating system.
Redesign or lease interior space to reduce energy use by daylighting, space	Yes	[Please Choose]	USAID is currently analyzing space optimization as part of the RRB

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
optimization, sensors/control system installation, etc.			redesign project.
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products	No	[Please Choose]	
Develop and deploy energy and sustainability training for all facility and energy managers	No	[Please Choose]	

Goal 4: Water Use Efficiency & Management

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase and install water efficient technologies (e.g., Waterwise, low-flow water fixtures and aeration devices).	No	[Please Choose]	USAID is currently redesigning occupied space at the RRB building to include water efficient technologeis.

Goal 5: Pollution Prevention & Waste Reduction

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Reduce waste generation through elimination, source reduction, and recycling	Yes	Yes	USAID has had a recycling program since 2009.
Reuse of Excess Government Property	Yes	Yes	USAID utilizes a Limited Excess Property Program (LEPP) to support sustainability. LEPP allows non-profit organizations registered as Private Voluntary Organizations (PVOs) with USAID to access government excess property through the U.S. General Services Administration (GSA) and the Defense Logistics Agencys (DLA) Disposition Services excess property programs. An average of 30 million dollars of government property is transfered each year through the LEPP.

Goal 6: Sustainable Acquisition

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	No	No	The USAID Automated Directive System (ADS) will be updated to reflect sustainable acquisition requirments rather than a separate poliocy document.
Deploy corrective actions to address identified barriers to increasing sustainable	No	No	Corrective actions will be identified in a new or revised ADS chapter as

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
procurements with special emphasis on biobased purchasing			stated above.
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	No	[Please Choose]	Biobased and FAR sustainability clauses will be included in a new field of the Agency Global Acquisition Assistance System (GLAAS). The GLAAS system is used to generate contract actions for vendors including FAR requirements.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	No	[Please Choose]	Biobased and other sustainable acquisition requirements will be written into the Agency ADS.
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	Yes	USAID already uses blanket purchasing agreements for electronic products.

Goal 7: Electronic Stewardship & Data Centers

Goal	(A) Strategy	(B) Did you implement this strategy?	(C) Was the strategy successful for you?	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)

		Yes/No	Yes/No	

Goal 7: Electronic Stewardship & Data Centers	Identify agency "Core" and "Non-Core" Data	Yes	Yes	USAID will continue to consolidate its core data in an off-site data center.
	Consolidate 40% of agency non-core data centers	Yes	Yes	Over 40% of USAID's domestic data center capacity is consolidated in an off-site data center.
	Optimize agency Core Data Centers across total cost of ownership metrics	Yes	Yes	USAID is managing its off-site data center to minimize the total cost of ownership.
	Ensure that power management, duplex printing, and other energy efficiency or environmentally preferable options and features are enabled on all eligible electronics and monitor compliance	Yes	Yes	
	Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	Yes	USAID doesn't dispose of electronic devices directly. All electronic equipment is excessed via GSA guidance to GSA or other federal agency or department.
	Ensure acquisition of 95% EPEAT registered and 100% of ENERGY STAR qualified and FEMP designated electronic office products	Yes	Yes	

Goal 8: Renewable Energy

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	No	[Please Choose]	USAID does not purchase energy directly from utility providers and will therefore not purchase renewable energy credits.

Goal 9: Climate Change Resilience

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	Yes	Yes. We will continue to finalize guidance and provide trainings for USAID staff and implementing partners, to ensure that adaptation is integrated into planning and programming efforts.
Identify vulnerable communities that are served by agency mission and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible	Yes	Yes	Yes. USAID will continue to implement targeted adaptation programs in vulnerable countries and communities. Funds will help vulnerable countries address the needs of sectors most affected by a changing climate. USAID focuses its adaptation assistance on small-island developing states, least developed countries, especially in sub-Saharan Africa, and glacier-dependent countries.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	Yes	Yes. All USAID programs using direct Adaptation funds are required to conduct a vulnerability assessment or build on an existing one. We will publish an annex with additional information for USAID staff and partners on how to conduct vulnerability assessments.
Incorporate climate preparedness and resilience into planning and	Yes	Yes	Yes. We will continue to incorporate climate change considerations into USAID's Sector Environmental

(A) Strategy	(B) Did you implement this strategy? Yes/No	(C) Was the strategy successful for you? Yes/No	(D) Will you use this strategy again next year? (Please explain in 1-2 sentences)
implementation guidelines for agency-implemented projects			Guidelines, and we will release a How-To Note describing how USAID staff can integrate climate change adaptation into their programs.
Improve methods for monitoring and evaluating climate change adaptation to ensure that the results of adaptation programs and projects can be captured and communicated.	Yes	Yes	Yes. We still need to do further work on an Agency Evaluation Agenda for global climate change.

United States Agency for International Development

Goal 1: Greenhouse Gas (GHG) Reduction

Agency Progress Toward Scope 1 & 2 GHG Goals

As noted in the graph description, only Scope 1 & 2 emissions are subject to reduction targets under E.0. 13514. USAID does not operate domestic facilities or own fleet vehicles and does not report on Scope 1 & 2 emissions. The graph depicts Scope 3 emissions only. Scope 3 emissions for USAID include business air travel, ground travel, employee work commute for Washington based employees, and waste water treatment emissions.

Table 1-1: Goal 1 Strategies - Scope 1 & 2 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Use the FEMP GHG emission report to identify/target high emission categories and implement specific actions to resolve high emission areas identified	NA	USAID does not report on Scope 1 and 2 emissions.	
Ensure that all major renovations and new building designs are 30% more efficient than applicable code	NA		
Implement in EISA 432 covered facilities all lifecycle cost effective ECMs identified	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Reduce on-site fossil-fuel consumption by installing more efficient boilers, generators, furnaces, etc. and/or use renewable fuels	NA		
Reduce grid-supplied electricity consumption by improving/upgrading motors, boilers, HVAC, chillers, compressors, lighting, etc.	NA		
Employ operations and management best practices for energy consuming and emission generating equipment	NA		
Install building utility meters and benchmark performance to track energy and continuously optimize performance	NA		

Agency Progress towards Scope 3 GHG Goal

USAID has achieved a reduction in Scope 3 emissions each reported year after baseline year 2008. Scope 3 emissions include employee business air travel, ground travel, employee work commute, and wastewater treatment. Scope 3 emissions are calculated for Washington based employees and facilities only.

Employee work commute is the second largest contributor to GHG emissions for the Agency, and represents the contribution where USAID can achieve the greatest reduction in GHG emissions. Telework, alternative work schedules, and alternate work sites can reduce the overall GHG emission from employee work commute. USAID has had a formal telework policy for three years and will analyze participation rates versus GHG emissions. If a correlation is confirmed between employee telework participation rates and reduced GHG emissions over this three year period, USAID will consider expanding telework options for employees to further reduce emissions.

Air travel emissions are the Agency's largest contributor to GHG emissions. A strategy to reduce GHG emissions from air travel is limited as the nature of the Agency's mission is to provide development aid and disaster assistance to developing nations. The unpredictable nature of large scale human tragedies and natural disasters require the Agency to respond as events unfold. GHG air

travel emissions can fluctuate year to year depending on the required Agency response to such global events.

Figure 1-2

Name	Description
USAID 1-2.pdf	

Table 1-2: Goal 1 Strategies - Scope 3 GHG Reductions

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Develop and deploy employee commuter reduction plan	Yes	USAID will consider an employee commuter reduction plan. Employee commute represents the second biggest contributor to GHG emissions for the Agency. USAID does have an existing telework program. USAID will analyze opportunities for further reduction in emissions in air travel.	Prior to defining specific metrics, USAID will analyze commuter practices to identify further reduction possibilities.
Reduce employee business ground travel	No		
Reduce employee business air travel	No		
Develop and deploy employee commuter reduction plan	Yes	Same as above.	
Use employee commuting survey to	Yes		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
identify opportunities and strategies for reducing commuter emissions			
Increase number of employees eligible for telework and/or the total number of days teleworked	[Please Choose]		
Develop and implement bicycle commuter program	[Please Choose]		
Provide bicycle commuting infrastructure	Yes	USAID currently has parking facilities within the Ronald Reagan Building for bike commuters.	

United States Agency for International Development

Goal 2: Sustainable Buildings

Agency Progress toward Facility Energy Intensity Reduction Goal

USAID does not own or operate buildings in the United States. The General Services Administration administers USAID occupied facilities and is responsible for the building energy intensity reduction goal.

Agency Progress toward Total Buildings Meeting the Guiding Principles

USAID does not own or operate facilities in the United States.

Table 2: Goal 2 Strategies for Sustainable Buildings

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Incorporate green building specifications into all new construction and major renovation projects	Yes	USAID facility in South Africa being constructed will achieve local green facility designation.	
Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system	Yes	Continuing renovations of USAID occupied facilities at the Ronald Reagan Building are designed and constructed to LEED	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
installation, etc.		Silver minimum Standards.	
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	No	USAID has no plans for citing additional facilities in the United States.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products			
Develop and deploy energy and sustainability training for all facility and energy managers			

United States Agency for International Development

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Redesign or lease interior space to reduce energy use by daylighting, space optimization, sensors/control system	Yes	Continuing renovations of USAID occupied facilities at the Ronald Reagan Building are designed and constructed to LEED	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
installation, etc.		Silver minimum Standards.	
Deploy CEQs Implementing Instructions " Sustainable Locations for Federal Facilities	No	USAID has no plans for citing additional facilities in the United States.	
Include in every construction contract all applicable sustainable acquisition requirements for recycled, biobased, energy efficient, and environmentally preferable products			
Develop and deploy energy and sustainability training for all facility and energy managers			

United States Agency for International Development

Goal 3: Fleet Management

Agency Progress toward Fleet Petroleum Use Reduction Goal

USAID does not own a domestic fleet.

Agency Progress toward Fleet Alternative Fuel Consumption Goal

Not applicable. USAID does not own a domestic fleet.

Table 3: Goal 3 Strategies for Fleet Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Optimize/Right-size the composition of the fleet (e.g., reduce vehicle size, eliminate underutilized vehicles, acquire and locate vehicles to match local fuel infrastructure)	NA		
Reduce miles traveled (e.g., share vehicles, improve routing with telematics, eliminate trips, improve scheduling, use shuttles, etc.)	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Acquire only highly fuel-efficient, low greenhouse gas-emitting vehicles and alternative fuel vehicles (AFVs)	NA		
Increase utilization of alternative fuel in dual-fuel vehicles	NA		
Use a Fleet Management Information System to track fuel consumption throughout the year for agency-owned, GSA-leased, and commercially-leased vehicles	NA		
Increase GSA leased vehicles and decrease agency-owned fleet vehicles, when cost effective	NA		

United States Agency for International Development

Goal 4: Water Use Efficiency and Management

Agency Progress toward Potable Water Intensity Reduction Goal

USAID occupies GSA owned facilities domestically. GSA reports on water intensity for their facilities.

Table 4: Goal 4 Strategies & Water Use Efficiency & Management

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase and install high efficiency technologies (e.g., WaterSense)	NA		
Prepare and implement a water asset management plan to maintain desired level of service at lowest life cycle cost (for best practices from the EPA, go to http://go.usa.gov/KvbF)	NA		
Minimize outdoor water use and use alternative water sources as much as possible	NA		
Design and deploy water closed-loop, capture, recharge, and/or reclamation systems	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Install advanced meters to measure and monitor (1) potable and (2) industrial, landscaping and agricultural water use	NA		
Develop and implement programs to educate employees about methods to minimize water use	NA		
Assess the interconnections and dependencies of energy and water on agency operations, particularly climate changes effects on water which may impact energy use	NA		

United States Agency for International Development

Goal 5: Pollution Prevention and Waste Reduction

Agency Progress toward Pollution Prevention & Waste Reduction

USAID has an existing recycling program since 2009. USAID will inventory emissions from refrigerants and other fugitive emissions in domestic facilities and, pending the results of the fugitive emissions inventory, implement a strategy to reduce emissions.

Table 5: Goal 5 Strategies for Pollution Prevention & Waste Reduction

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Eliminate, reduce, or recover refrigerants and other fugitive emissions	Yes	USAID will initiate taking inventory of fugitive emissions from refrigerants and other sources as applicable.	Quantify sources and calculate fugitive emissions for reporting in the 2014 Green House Gas Inventory report. Develop a strategy, as necessary, to reduce fugitive emissions.
Reduce waste generation through elimination, source reduction, and recycling	Yes	USAID has an on-going waste recycling program for paper, plastics, and glass.	
Implement integrated pest management and improved	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
landscape management practices to reduce and eliminate the use of toxic and hazardous chemicals/materials			
Establish a tracking and reporting system for construction and demolition debris elimination	NA		
Develop/revise Agency Chemicals Inventory Plans and identify and deploy chemical elimination, substitution, and/or management opportunities	NA		
Take inventory of current HFC use and purchases	Yes	USAID will take inventory of current HFC use and purchases.	
Require high-level waiver or contract approval for any agency use of HFCs			
Ensure HFC management training and recycling equipment are available			

United States Agency for International Development

Goal 6: Sustainable Acquisition

Table 6: Goal 6 Strategies for Sustainable Acquisition

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
Update and deploy agency procurement policies and programs to ensure that federally-mandated designated sustainable products are included in all relevant procurements and services	Yes	USAID will incorporate sustainable acquisitions requirements into the Agency Automative Directive Systems (ADS). The ADS is written Agency policy.	Update Agency ADS to include a new chapter or section on sustainable acquisitions. Incorporate a sustainable acquisitions field into the Agency Global Acquisitions and Assistance System (GLAAS). GLAAS is utilized to process USAID procurements. A field similar to the sustainability field used in the Federal Procurement Database System will be developed to incorporate sustainability into contract actions and for monitoring.
Deploy corrective actions to address identified barriers to increasing sustainable procurements with special emphasis on	Yes	Corrective actions will be developed once the Agency policy is underway and incorporated into GLAAS.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
biobased purchasing			
Include biobased and other FAR sustainability clauses in all applicable construction and other relevant service contracts	Yes	USAID uses the GLAAS database tool to generate contract actions. A sustainable acquisitions field will be incorporated into the database to generate contract language.	Metrics will be established after policy and contract language is incorporated.
Review and update agency specifications to include and encourage biobased and other designated green products to enable meeting sustainable acquisition goals	Yes	Agency sustainable acquisitions will be incorporated into USAID policy.	
Use Federal Strategic Sourcing Initiatives, such as Blanket Purchase Agreements (BPAs) for office products and imaging equipment, which include sustainable acquisition requirements	Yes	USAID already utilizes blanket purchasing agreements. USAID has already achieved sustainable acquisition requirements for electronic products.	
Report on sustainability compliance in contractor performance reviews	No	Most USAID assistance is through grants which are exempt from green procurement requirements. USAID will consider development of sustainability	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 month
		for contractor performance reviews once the policy is finalized and the database is updated to incorporate sustainable acquisitions into the generate the appropriate contract language.	

United States Agency for International Development

Goal 7: Electronic Stewardship for Data Centers

Table 7: Goal 7 Strategies for Electronic Stewardship & Data Centers

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/ NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Identify agency "Core" and "Non-Core" Data			

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/ NA	(C) Strategy narrative	(D) Specific targets/met rics to measure strategy success including milestones to be achieved in the next 12 months
Consolidate 40% of agency non-core data centers			
Optimize agency Core Data Centers across total cost of ownership metrics			
Ensure that power management , duplex printing, and other energy efficiency or environment ally preferable options and features are enabled on all eligible electronics and monitor			

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/ NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
compliance			
Update and deploy policies to use environmentally sound practices for disposition of all agency excess or surplus electronic products, including use of certified eSteward and/or R2 electronic recyclers, and monitor compliance	Yes	100% of Electronics at end-of-life disposed through GSA Xcess, CFL, Unicor, USPS Recycling Program or Certified Recycler (R2, E-Stewards). *Submitted annual report to GSA for Federal Electronics Assets furnished to non-Federal recipients.*	
Ensure acquisition of 95% EPEAT registered	Yes	95% or more Monitors and PCs/Laptops purchased in FY2013 were EPEAT compliant Agency-wide.	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/ NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and 100% of ENERGY STAR qualified and FEMP designated electronic office products			

United States Agency for International Development

Goal 8: Renewable Energy

Agency Renewable Energy Percentage of Total Electricity Usage

USAID does not purchase utilities through an energy service provider. USAID compensates GSA directly for utility usage.

Table 8: Goal 8 Strategies for Renewable Energy

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Purchase renewable energy directly or through Renewable Energy Credits (RECs)	NA		
Install onsite renewable energy on federal sites	NA		
Lease land for renewable energy infrastructure	NA		
Develop biomass capacity for energy generation	NA		
Utilize performance contracting methodologies for implementing ECMs and increasing renewable energy	NA		
Work with other agencies to create volume discount incentives for increased renewable energy purchases	NA		

United States Agency for International Development

Goal 9: Climate Change Resilience

Agency Climate Change Resilience

USAID prepared its first Agency Climate Change Adaptation Plan in 2012, in compliance with Executive Order 13514. That Adaptation Plan was released for a 60-day public comment period in early 2013, during which USAID received comments from 13 individuals, organizations and coalitions. These comments were carefully considered, and an updated Plan was submitted later in 2013.

This year, the 2014 Agency Climate Change Adaptation Plan reports on progress against the deliverables proposed in the previous Plans. A Supplement addresses the new requirements established in Executive Order 13653 and the associated guidance issued by CEQ in December 2013. Along with the new Agency Climate Change Adaptation Plan, USAID has also prepared an updated Adaptation Policy Statement to submit in June 2014.

USAID's *Climate Change and Development Strategy: 2012-2016* included a number of actions to integrate climate change adaptation into the Agency's mission, programs, and operations. In line with this strategy and the Agency Adaptation Plan, USAID will continue to provide guidance and training for USAID staff and implementing partners on resilient programming in climate-sensitive sectors. USAID is developing new curricula and training development professionals from a variety of disciplines to understand climate change, its potential impacts on development gains, and opportunities to spur low emissions, climate resilient development. USAID is continuing to review and update the Agency's environmental guidelines in order to incorporate climate change considerations. Furthermore, USAID is beginning to explore ways to consider adaptation and climate resilience with respect to Agency suppliers, including building the capacity of implementing partners to understand and address potential climate change impacts.

USAID will also continue to implement targeted adaptation programs in vulnerable countries and communities around the world. Our dedicated Adaptation funds will help vulnerable countries address the needs of sectors most affected by a changing climate, including water, infrastructure, agriculture, urban planning, natural resource management, and tourism. USAID focuses its adaptation assistance on small-island developing states, least developed countries, especially in sub-Saharan Africa, and countries that depend on glacier melt for their water supply.

Table 9: Goal 9 Strategies & Climate Change Resilience

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
Ensure climate change adaptation is integrated into both agency-wide and regional planning efforts, in coordination with other Federal agencies as well as state and local partners, Tribal governments, and private stakeholders	Yes	USAID is developing guidance and training for USAID staff and implementing partners, to build knowledge and skills to identify and address climate risks and vulnerabilities in a wide range of projects and sectors.	Publish water, coastal, vulnerability assessment, and governance annexes to the Adaptation Framework.
Update agency emergency response procedures and	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
protocols to account for projected climate change, including extreme weather events			
Ensure workforce protocols and policies reflect projected human health and safety impacts of climate change	NA		
Update agency external programs and policies (including grants, loans, technical assistance, etc.) to incentivize planning for, and addressing the impacts of, climate change	Yes	We are beginning to explore this under the new EO 13653, but it is not one of the top 5 priorities for the coming year.	
Ensure agency principals demonstrate commitment to adaptation efforts through internal communications and policies	No	We will continue to pursue this, but it is not one of the top 5 priorities. Agency principals are already demonstrating such commitment, such as through the release of the USAID Climate Change and Development Strategy and the Resilience Policy. In FY14, the Administrator will sign a new Adaptation Policy Statement.	
Identify vulnerable communities that are served by agency mission	Yes	USAID will continue to implement targeted adaptation programs in vulnerable	Adaptation programs will report against the following standard indicator: Number

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
and are potentially impacted by climate change and identify measures to address those vulnerabilities where possible		countries and communities. USAID's FY15 budget request for climate change adaptation programming is $139 million. Funds will help will approximately 30 vulnerable developing countries address the needs of sectors most affected by a changing climate, including water, infrastructure, agriculture, urban planning, natural resource management, and tourism. USAID focuses its adaptation assistance on small-island developing states, least developed countries, especially in sub-Saharan Africa, and glacier-dependent countries.	of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance.
Ensure that agency climate adaptation and resilience policies and programs reflect best available current climate change science, updated as necessary	Yes	All USAID programs using direct Adaptation funds are required to conduct a vulnerability assessment or build on an existing one. USAID staff are also offered climate change training.	Publish an annex providing recommendations on how to conduct vulnerability assessments.
Design and construct new or modify/manage existing agency facilities and/or infrastructure to account for the potential impacts of projected climate change	No	USAID will consider climate change adaptation measures for existing Agency owned facilities and any newly constructed faciliteis but not as a top 5 stragetgy. Few facilities are directly owned by USAID; approximately 85 percent of USAID offices are	

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top 5? Yes/No/NA	(C) Strategy narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in the next 12 months
		leased or co-located on U.S. Department of State property. USAID also relies on rented residential properties, particularly for employees located overseas	
Incorporate climate preparedness and resilience into planning and implementation guidelines for agency-implemented projects	Yes		Continue to incorporate climate change considerations into USAID's Sector Environmental Guidelines, and release a How-To Note describing how USAID staff can integrate climate change adaptation considerations into their programs.

United States Agency for International Development

Goal 10: Energy Performance Contracts

Agency Progress In Meeting President's Performance Contracting Challenge (PPCC) Goal

USAID is not subject to PPCC.

Table 10: Goal 10 Strategies - Energy Performance Contracting

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Evaluate 25% of agency's most energy intensive buildings for use with energy performance contracts	NA		
Prioritize top ten projects which will provide greatest energy savings potential	NA		
Cut cycle time of performance contracting process by at least 25%	NA		
Assign agency lead to participate in strategic sourcing initiatives	NA		
Devote 2% of new commitments to small buildings (<20k sq. ft.)	NA		
Identify and commit to include 3-5 onsite renewable energy projects in energy performance contracts	NA		
Ensure relevant legal and procurement staff are trained by FEMP ESPC/ UESC course curriculum	NA		
Provide measurement and verification data for all awarded projects	NA		

(A) Will the agency implement the following strategies to achieve this goal?	(B) Top Five? Yes/No/NA	(C) Strategy Narrative	(D) Specific targets/metrics to measure strategy success including milestones to be achieved in next 12 months
Enter all reported energy savings data for operational projects into MAX COLLECT (max.gov)	NA		