



USAID
FROM THE AMERICAN PEOPLE



Bureau for Management

2015

Accomplishments

Community Health Worker in Binauna village, Banke (Nepal)
USAID Photo

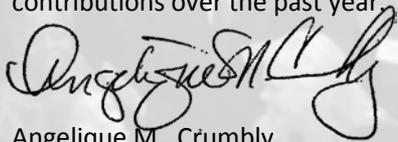
FOREWORD

USAID accomplished remarkable achievements in 2015. Within the Bureau for Management, our cadre of expert business professionals and analysts streamlined resources, modernized tools, and simplified processes to improve management of our work in international development, truly demonstrating management excellence for development.

The hard work and diligence of our overseas backstops and Washington-based colleagues allowed us to achieve results in improving Agency operations overall. This is seen through operating expense budget execution, protecting and improving the cybersecurity of our work and data, using efficiencies in our supply chains to get more value from similar resources, expanding our local partner networks, and bringing management training to Missions worldwide. Our wide ranging functions have improved core USAID operations from enhancing acquisition and assistance planning, to modernizing policy guidance in the Automated Directives System (ADS) and ensuring better travel planning and processing.

Our team has supported the USAID mission by undertaking the review and analysis of core business processes, more frequently and openly engaging our development partners, and expanding collaboration with Agency colleagues through internal efforts such as the Construction Survey. With updates to new tools like the Enterprise Reporting Portal (ERP), staff are now able to easily locate, request, or generate their own reports and dashboards from enterprise data to support decision making and to reduce manual reporting burdens. In the coming year, we will continue to strengthen financial management by improving efficiencies at the transactional level.

This brochure commemorates the success we've had as "One M" by supporting USAID's Mission and goals. These few examples only tell part of the story. As you reflect on all we've done together, let's also look ahead at our future opportunities for success. Thank you for your many contributions over the past year.



Angelique M. Crumbly

Assistant Administrator, Bureau for Management and USAID Performance Improvement Officer

WE ARE ONE M

USAID MISSION
We partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity.

Our work is critical to operationalizing USAID’s mission of ending extreme poverty. Every operating expense dollar spent, voucher processed, audit recommendation cleared, Freedom of Information Act (FOIA) response drafted, management policy decision made, contract executed, visa processed, or information technology system developed goes through the M Bureau.

Our overseas backstops and headquarters-based staff provide unique business and advisory services that allow for all other programming to move forward. We are committed to ensuring the efficient and effective provision of mission-critical goods and services.



Management excellence through operational policy, budget oversight, and analysis



Awarding and administering contracts, grants and cooperative agreements



Agency information and technology management



Agency financial management operations



Worldwide travel; and property and records management

M Bureau Impacts

Our accomplishments and internal improvements in 2015, allowed us to effectively serve as management advisors to the Agency. As a result of the first ever M Bureau Worldwide Summit and Global Backstop Workshops, we initiated performance enhancing actions to improve backstop management and Washington operations. Some of our 2015 results include:

- ✓ **Expanded Partner engagement and interaction** by hosting Partner's Day, which attracted more than 400 partners, quarterly Business Forecast Review calls, and "Ask the Procurement Executive" events.
- ✓ **Enhanced IT security** measures by completing mandatory PIV enforcement for 100% of privileged users globally, 90% of non-privileged users in Washington, and 47% of non-privileged users globally.
- ✓ Increased PFMRAF training to field staff and entered MOU with the International Monetary Fund to **institutionalize local solutions** and to improve working with locals.
- ✓ Provided operational management training and consultations through the **Management Knowledge and Learning (MKL)** program deliveries to over 150 USAID staff in the field.
- ✓ **Built operational capacity and increased understanding of business analysis and strategic management** with Managing for Efficiency and Effectiveness workshops.
- ✓ **Increased inclusiveness of backstop and field employees** in anticipated policy, initiative, and systems changes and decisions making by using flexible hours for teleconference meetings.
- ✓ **Assigned subject-matter expert staff** to participate as advisors on cross-agency working groups and activities and being involved in Business Process Reviews and After Action Reporting.
- ✓ **Streamlined the records management process** and reduced the FOIA backlog by closing over 300 records.



Management Excellence in Procurement

Enabled the Agency to obligate a total of **\$16.1 billion** through 22,209 actions: Approximately \$5 billion in acquisition obligations and \$10.9 billion in assistance obligations were documented this year.

Engaged acquisition and assistance staff early in planning processes, used templates and standardized adjectival ratings and TEC memos, and used additional technology and tools to continue reducing **procurement action lead times (PALT)**.

Increased past performance contract evaluations from 7% in 2011 to 82% in 2015 assisting the Agency in identifying the best performing contractors and increasing the efficiency and effectiveness of our procurement process.

Eliminated Barriers for Small Business by providing alternative financial statement requirements thereby **reducing the financial burden on small businesses**.

Developed a pre-award and post-award process for assistance evaluating new assistance awards on an organization's merit, **reducing mandatory evaluation criteria from three factors to one**.

Using FAITAS, **increased USAID CO/AO and COR/AOR certification rates to 96%** to maintain appropriately trained and certified acquisition and assistance staff.



“The [MKL] team converted the entire Mission to the positive outcomes and increased collaboration that is possible with Huddle and the M Bureau information systems.”
- Central Asia Deputy Mission Director David Brown

Management Excellence in Fiscal Responsibility and Resource Management

Led Unliquidated Obligation (ULO) validation exercises to recover approximately **\$20 million** in operating expense resources to support Agency operations in FY 2015.

Regained Clean Audit Opinion as result of diligent efforts to clear financial audit recommendations including establishing **effective cash reconciliation processes** and completing an extensive reconciliation across all USAID funds.

Improved overall Agency OE budget execution performance resulting in the Agency achieving its benchmark of **75% obligated against spend plans** in three of four quarters in FY 2015.

Maintained financial stewardship of budgeted funds through strengthened Internal Controls and reviews, **deobligating unused funds** across the Agency, and gaining improper payment reporting relief from the Office of Management and Budget.

With **over 60 PFMRAF activities** underway, the M Bureau is making it **easier to integrate local solutions and to work with local partners** by providing guidance and assistance to the missions including meetings with Haiti, South Africa, Tanzania, Philippines, Thailand, and Cambodia.

Furthered collaboration with the International Monetary Fund (IMF) via an Memorandum of Understanding (MOU) to reinforce capacity development activities, provide co-organized events, and to enhance **the abilities of USAID staff to support** partner countries.

Strengthened USAID's working relationship with the Government Accountability Office (GAO) and **increased usefulness and transparency** of reporting on USAID GAO open audits and recommendations to **facilitate necessary actions** on recommendations.

Management Excellence in Innovation & Technology

Completed the Agency Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan to save taxpayer dollars spent on information technology by **improving the efficiency of IT procurement, security and management**.

Implemented the **Federal Information Security Management Act (FISMA) Action Plan** and **closed 37 of 42 findings** from the 2010 through 2014 FISMA reports through new policy and procedures.

Continuously upgraded and/or refreshed 10 core Agency IT systems to keep up with increasing USAID network requirements and demands while **reinforcing the cyber safety and privacy of the Agency's information** and that of our staff.

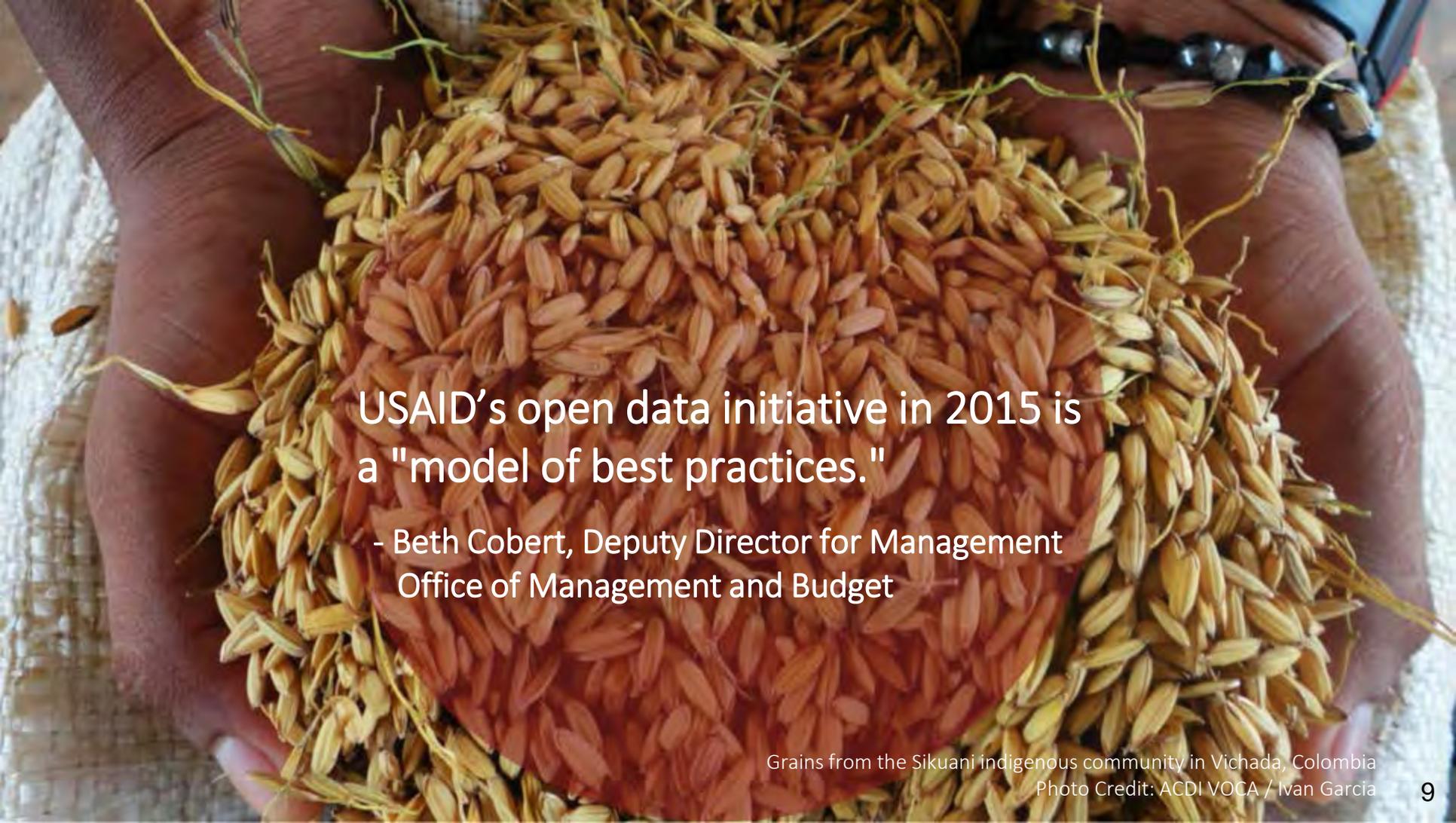
Strengthened safeguards for the appropriate and faster handling of classified information via Department of State ClassNet and added 119 ThinClient workstations to support our most critical security operations.

Advancing IT Innovation with the completed implementation of the MyUSAID platform, the launch of the new Foreign Aid Explorer and a new Security Investigations Database, and development of a comprehensive Decommissioning Plan to rightsize our IT footprint.

Completed key enhancements to the **Enterprise Reporting Portal (ERP)** including "dashboards," snapshots of a sub-set of worksheet data with visuals and some static reports. A community of practice has also been developed along with training programs on how to leverage the ERP.



Enterprise
Reporting
Portal



USAID's open data initiative in 2015 is
a "model of best practices."

- Beth Cobert, Deputy Director for Management
Office of Management and Budget

Grains from the Sikuaní indigenous community in Vichada, Colombia
Photo Credit: ACIDI VOCA / Ivan Garcia

Management Excellence in Policy and Performance

Created an **M Bureau Action Plan** to identify and implement efficiencies, as a result of the M Bureau Worldwide Summit and Global Backstop workshops, bringing together **over 350 M Bureau and backstop staff**.

Revised 40 ADS chapters to bring management guidance and efficiencies into focus for the Agency and **created more opportunities for employee engagement in ADS review and revision process** by developing "ADS Chapters Scheduled for Review" on the ADS Intranet site.

Conducted several **business process reviews and data driven reviews** to continue improving overall Agency performance and to ensure that USAID is on course to **meet priority and strategic goals**.

Analyzed **over 8,000 combined Federal Employee Viewpoint Survey (FEVS) and Management Support Services Customer Service Survey** responses to better understand employee's viewpoints about management, leadership, work, services, support and other factors that impact our Agency performance.

Improved Agency leadership's ability to make strategic, evidence-based decisions by developing and tracking **21 Administrator's Leadership Council indicators** and using quarterly dashboards for Agency senior leadership to ensure four Agency Priority Goals remained on track.

Led the development and implementation of **interim agency vetting policies and a pilot vetting program on counterterrorism** to significantly improve risk management practices and **strengthen safeguards for appropriately handling classified information**.

Supported the Administration's commitment to **transparency and open data** by making eight USAID Forward data sets public and publishing 15 new fields on FA.gov, **increasing USAID's aid transparency score by 20 points** and engaging with partners and 113 Agency Data Stewards, to provide regular, systematic access to USAID-funded data.

Management Excellence in Management Services

Implemented the Electronic Travel System (ETS2) in November 2015 to leverage government's scale lowering travel costs and to acquire improved online travel planning, navigation, and ease-of-use for agency travelers.

Processed travel transactions for over **11,675 trips** including flight and lodging arrangements for USAID staff.

Continued renovating, consolidating and modernizing work space for Washington staff including the successful move of the Bureau of Global Health to one building on schedule.

Closed 305 Freedom of Information Act (FOIA) Requests, reduced our backlog, improved our responsiveness to Congressional inquiries, and strengthened public trust and Congressional relationships.

Protected the values of hundreds of millions of dollars' worth of USAID-owned and long-term leased properties with Real Property Maintenance Fund and approved proposals for **19 projects at 11 posts**.

Updated the instruction manual for the Department of State **Executive Agency Personnel System (EAPS)** to improve the mission users' access to and use of EAPS for reviewing position data and to request corrections.





U.S. Agency for International Development
Bureau for Management
1300 Pennsylvania Avenue, NW
Washington, DC 20523
Tel. (202) 712-1200