



USAID
FROM THE AMERICAN PEOPLE

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT INFORMATION TECHNOLOGY STRATEGIC PLAN 2016-2020



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Message from the Chief Information Officer



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Chief Information Officer
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International Development

Information technology (IT) is among the most vital investments supporting our Agency, interwoven into all aspects of our operations, and helping us adapt to ever changing opportunities and challenges. Over the years, the theme of my messages has focused on transforming how we conduct business with our stakeholders and partners to better help them accomplish USAID's mission. Based on input received from Missions, Bureaus, and Independent Offices (M/B/IOs), I am confident we will continue to address the Agency's information technology needs, encourage open dialogue, and tackle together the priorities of aiding development and diplomacy around the world.

We have made substantive progress in several key areas. For example, USAID is currently a leader in the federal government in data center optimization as a result of our intensive effort to improve operational efficiency. We have also invested in the target capability areas of mobility, collaboration, cloud computing, application modernization, enterprise information management, and information technology security. MyUSAID is a transformational cloud-based collaboration platform that allows personnel around the world to share accomplishments and lessons learned. It has not been an easy transition, but we continue to make steady progress.

This Information Technology Strategic Plan was developed with input from across the Agency. In response to input from internal stakeholders, the plan addresses critical business needs, such as timely and accurate data sharing to support evidence-based decisions, ensuring that systems are integrated and interoperable, and encouraging all operating units to actively participate in the Plan's implementation. The Office of the Chief Information Officer (M/CIO) is your strategic partner and advisor today, but we are also leaning forward to help you identify solutions for tomorrow's needs. My promise to the Agency is to listen to you, deliver enabling and prudent solutions, and continue to find ways for us all to be operationally effective and efficient.

The world has changed since the tragic events of September 11, 2001. The U.S. Government has elevated development as a pillar of foreign policy, along with diplomacy and defense. Information technology systems and information require a heightened degree of security and protection. In today's complex global environment, we are constantly challenged to deliver responsive information technology services and products while balancing the important tenants of transparency, accountability, security, data integrity, and privacy. Our aim is to strike this balance in a constrained fiscal environment while improving global information technology operations.

This update of the USAID Information Technology Strategic Plan reflects our goals and expected outcomes over the next five years. I intend to foster an atmosphere in which we all proactively offer solutions and partner to transform how we collectively accomplish our mission worldwide.

Table of Contents

1	Executive Summary	1
2	Introduction	4
3	Landscape	5
4	Information Technology Mission, Vision, and Guiding Principles.....	7
5	Agency Information Technology Strategic Direction.....	8
5.1	Goals, Objectives, and Outcomes	10
5.2	Themes, Objectives, and Outcomes.....	11
5.3	Goal 1: Solution Delivery	12
5.4	Goal 2: Information Technology Innovation	13
5.5	Goal 3: Operational Excellence	14
5.6	Theme 1: Customer Experience.....	15
5.7	Theme 2: Information Management	16
5.8	Theme 3: Security and Privacy	17
5.9	Theme 4: Workforce Development	18
6	Conclusion	19
6.1	Governance of the Plan.....	19
6.2	Implementation of the Plan.....	20
Appendix A	Goal Alignment Map	22
Appendix B	USAID IT Strategies	23
Appendix C	Performance Measures	29
Appendix D	Legislation and Mandates	31
Appendix E	Summary of Drivers, Enablers, and Trends in IT	33
Appendix F	Acronyms	34

1 Executive Summary

The United States Agency for International Development (USAID) Information Technology Strategic Plan (ITSP) for 2016–2020 reaffirms the Agency’s information technology (IT) priorities and emphasizes our commitment to providing robust, efficient, flexible, and secure information technology solutions. This plan incorporates input gathered from stakeholders representing Agency Missions, Bureaus, and Independent Offices (M/B/IOs). It recognizes that USAID information technology plays an important role in support of an ambitious mission to end extreme poverty and to promote resilient, democratic societies while advancing our nation’s security and prosperity.

The following goals support the achievement of the Agency’s mission¹ and reflect the changes that need to occur over the next five years. Goals are determined through the awareness and acceptance of the areas needing improvement and are driven by a number of factors both within and beyond the Agency’s immediate environment. Among these drivers are:

- The recognition that development continues to be a pillar of United States foreign policy and national security strategy, along with diplomacy and defense
- A cyber threat to information and to information systems that continues to grow in persistence, aggressiveness, and sophistication, with new threats emerging as the need to share and use information creates new vulnerabilities
- The expectation, across government, that government organizations will provide enhanced services while operating more responsively and more efficiently
- The opportunities, arising from rapid technological advances, for government organizations to operate more flexibly and effectively
- The growing trend, necessitated by the need for security, economy, and the more effective use of human resources, to centralize certain functions within specific parts of organizations.

Each goal reflects the changes that need to occur over the next five years. The objectives and strategies that will help achieve the goals are included in more detail in subsequent sections of this document.

Goal 1: Solution Delivery – Accelerate the timely delivery of secure and integrated business information technology solutions in support of USAID’s mission in international development. The outcome USAID seeks to achieve is: *Information technology solutions are reliable, flexible, and integrated to meet Agency demands.*

Goal 2: Information Technology Innovation – Create a culture that supports the Agency in becoming an innovation leader in the federal government and maximizes the impact of information technology in international development. The outcome USAID seeks to achieve

¹ Throughout this document, a lowercase ‘m’ in mission describes USAID’s foundational purpose and philosophies for existence, whereas a capital ‘M’ in Mission refers to the offices in countries where USAID delivers development assistance.

is: A supportive workplace that encourages the Agency to be an information technology innovation leader by providing Agency staff and partners with capabilities in a timely fashion.

Goal 3: Operational Excellence – Streamline Agency operations to align information technology resources and enhance efficiency. The outcome USAID seeks to achieve is: *Agency information technology operations are structured and managed to enhance efficiency and to align resources.*

Cross-cutting themes were also identified in the development of this plan. They reflect current, on-going operational elements that are at the core of what is valued across the organization, and they provide the foundation for achieving the goals.

Theme 1: Customer Experience – Promote an integrated approach to improving information technology customer experience and engagement. The outcome USAID seeks to achieve is: *The information technology team is regarded as a trusted and valued advisor to customers.*

Theme 2: Information Management – Improve information management and services to support data-driven decisions. The outcome USAID seeks to achieve is: *The Agency makes data-driven decisions based on timely, reliable, and accurate information.*

Theme 3: Security and Privacy – Strengthen protection against increasing information technology security and privacy threats. The outcome USAID seeks to achieve is: *The Agency maintains secure information technology systems and networks that protect sensitive and private information and reduce risks.*

Theme 4: Workforce Development – Attract, retain, and develop talented and creative information technology staff who meet Agency needs. The outcome USAID seeks to achieve is: *The information technology workforce is engaged, talented, creative, and enabled to meet Agency needs.*

The Management Operations Council (MOC) and its IT Steering Subcommittee (ITSS) will oversee the implementation of the Agency’s IT Strategic Plan and will ensure that goals are realized, investments provide intended returns, and stakeholder expectations are met.



INFORMATION TECHNOLOGY IN ACTION

ZANZIBAR, TANZANIA – Habiba Suleiman (28) has been a District Malaria Surveillance Officer (DMSO) in the village of Shakani for two years as part of the USAID-supported Zanzibar Malaria Elimination Programme (ZAMEP). Because of the tablet, phone, and motorcycle that she has received through the program, she is able to quickly respond to cases of malaria, test family members and neighbors, and record all the information in a surveillance system that includes GPS coordinates for real-time monitoring of malaria cases on the island.
(Photo credits: USAID/M. Wingard)

2 Introduction

USAID's mission supports the President's pledge to eradicate extreme poverty by 2030. This bold promise highlights two important global development priorities -- ending extreme poverty and promoting the development of resilient, democratic societies that are able to realize their potential. USAID is committed to building lasting partnerships and providing long-term sustainable development through the allocation and distribution of foreign aid to populations around the globe.

With Missions in Africa, Asia, Europe, Latin America, the Caribbean, and the Middle East, USAID has a global and prominent presence. Information technology plays a vital role in supporting the Agency's mission and connecting participants and stakeholders around the world. Also, information technology is one of the key enablers for accessing and sharing information and data more quickly, as well as for providing more efficient ways to do business. USAID's information technology is helping the Agency achieve its mission by offering more capabilities through mobile applications and wireless methods, and through other new technology that has the potential to directly support development needs.

This ITSP enables USAID to meet core federal and agency mandates and provides for adaptation to global business needs and a dynamic information technology environment. The recent enactment of the Federal Information Technology Acquisition Reform Act (FITARA) is one example of a requirement that is driving key decisions that enable oversight and integration of information technology at USAID, as it is across the federal government. Additionally, information technology will play a role in ensuring that USAID, along with external partners, can access the right data in a timely and secure manner, meet transparency and accountability requirements to the American public, connect seamlessly across systems and devices, and implement innovative business solutions that allow them to operate more effectively and efficiently. The initiatives and activities planned for the next five years will move USAID toward this vision, in which advancements in information technology will fundamentally transform how we do business and provide assistance to people in developing countries.

3 Landscape

In recent years, the federal and information technology landscape has been continually evolving and advancing at a rate that requires constant review and evaluation of new and emerging technologies. As a core function that enables USAID to achieve its mission and goals, USAID information technology must also leverage emerging technologies to not only address operational effectiveness and efficiency, but also to safeguard systems and information from security and privacy threats.

In addition, there are many legislations and regulations governing the management of information technology in federal government. Since the Clinger-Cohen Act of 1996 was passed, several other laws have been enacted to provide guidance to federal agencies. Most recently, the Federal Information Technology Acquisition Reform Act (FITARA) was passed to require major changes to how the federal government plans, procures, and manages IT products and services. To improve IT management, the Office of Management and Budget (OMB) has issued guidance, such as the 25 Point Implementation Plan to Reform Federal Information Technology (25 Point Plan), the Digital Government Strategy (DGS), and the Open Data Policy (ODP).

Business Challenges

Over the last few months, M/CIO conducted IT strategic planning discussions with USAID internal stakeholders and validated critical demand for information technology solutions that enable improved data integration, reliability, and visualization to support more timely and accurate data-driven decisions. The stakeholders highlighted that Agency staff spend too much time responding to data calls because information is scattered in disparate locations across the Agency and cannot be gathered and synthesized quickly. As a result, the information gathered does not always provide an end-to-end view of the current state or enable the decisions needed to improve it. There is also a significant unmet demand for system integration. Due to insufficient IT integration, staff typically enters data manually into multiple systems, not only causing duplication of effort, but also introducing the potential for error. Further, this creates inefficiencies or, even worse, results in poor decisions along with staff frustration. Stakeholders need accurate information and the ability to dynamically create custom reports for planning purposes, responses to Congress, and decision making.

Applicable Legislation and Mandates

- The Clinger–Cohen Act of 1996
- Digital Accountability and Transparency Act (DATA Act) of 2014
- The Electronic Government (e-Gov) Act of 2002
- The Federal Information Security Management Act (FISMA) of 2002
- Federal Information Technology Acquisition Reform Act (FITARA)
- Government Performance and Results Modernization Act (GPRM) of 1993
- GPRM Modernization Act (GPRMMA) of 2010
- The Paperwork Reduction Act (PRA) of 1980
- The Privacy Act of 1974
- 25 Point Implementation Plan to Reform Federal Information Technology
- The National Institute of Standards and Technology (NIST) Standards and Guidelines
- OMB Circular A-11 (Overall)
- OMB Circular A-123, Management’s Responsibility for Internal Control
- OMB Circular A-130 Management of Federal Information Resources
- OMB Memorandum M-13-13 Open Data Policy
- OMB Memorandum 12-01 Collection of Foreign Assistance Data
- Open Government Act of 2007

Understanding and preparing the organization for new systems and functionality is another challenge. The implementation of a new system requires a comprehensive change management plan and a concerted effort to understand downstream organizational implications. In addition, stakeholders expressed a need for enhanced ability to share lessons learned, best practices, and other useful information to allow staff, in particular those working in the field, to do their work more efficiently. Collaborative platforms enable knowledge management, a critical component in improving the quality and efficiency of work.

Operational Challenges

Given fiscal limitations, USAID, like many other federal agencies, has to operate more efficiently within a limited budget. The USAID budget has remained constrained for the last few years, and effective allocation of IT investments and resources, guided by mindfulness of key business needs, is critical.

As mentioned earlier, legislation and agency policies and guidance have been both a driver and enabler of IT. Federal agencies are required to continually assess data and information systems for security and privacy risks. Privacy is a key concern, given several noteworthy government and private sector data breaches in 2015. Legislative and policy drivers include the OMB's 25 Point Plan, a key document that has driven federal government cloud computing policies; shared first strategies (encouraging the use of shared services in IT); and data center consolidation. Federal Risk and Authorization Management Program (FedRAMP) guides cloud security, which is increasingly important to the way USAID does business today. The U.S. Government's open data policy, requiring the release of its data to the public by default, has ushered in a new era of challenges in the realm of data science, particularly related to personal privacy and operational security.

Finally, addressing workforce development is an important part of achieving operational excellence. This requires emphasis on three priorities: (1) hiring people with specialized skills who meet core business needs, such as Mission and Bureau experience or advanced technical expertise; (2) equipping the Agency's workforce with adequate training and opportunities for ongoing learning; and (3) planning for retirement through knowledge management/transfer and succession planning.

4 Information Technology Mission, Vision, and Guiding Principles

As information technology has become increasingly integrated into everyday life throughout the world, it has also become a critical enabler in helping USAID achieve its mission and vision. The many examples include the use of mobile applications in helping field workers manage vaccines, respond to medical emergencies, support water resource management, and monitor local election results. USAID is at the forefront of the federal government in using technology to advance international development. Information technology is also a transformational tool that can change how decisions are made and how international programs are planned and executed across the Agency.

	Mission	Vision
USAID	We partner to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity.	Ending extreme poverty and promoting the development of resilient, democratic societies that are able to realize their potential.
USAID Information Technology	Deliver secure technology solutions and information management services to support the execution of USAID’s mission in international development.	A future in which technological innovation and use of information technology will fundamentally transform how USAID accomplishes its mission in international development.

Using the above visions and missions as its foundation, the USAID Information Technology Strategic Plan 2016-2020 is designed to strengthen the Agency’s ability to accomplish its mission.

USAID IT Guiding Principles provide a basis for how USAID will provide information technology products and services. These principles, which help guide the technology investments that are made to support customers, cooperating agencies, and development partners, are to:

- Understand and facilitate the Agency’s business needs
- Be open and transparent in engaging with customers and stakeholders
- Deliver secure, customer-focused services that enable the Agency’s mission
- Recognize the unique talents and roles of our teammates, and embrace diversity
- Provide opportunities for continuous learning for our staff to develop their technical, leadership and communications skills
- Work as one team to accomplish our mission.



“I believe that we share the view that both development and responding to humanitarian crises are in our national interests and that these pursuits reflect our values.”

– USAID Administrator Gayle E. Smith

5 Agency Information Technology Strategic Direction

For the next five years USAID will continue to lead the federal government in applying emerging information technologies that not only increase efficiencies but also enable the business to make more timely and effective data-driven decisions. One priority for the Agency will be the integration of information management systems and data, such as the Development Information Solution (DIS), intended to aid in ensuring more real-time and accurate international development decisions. USAID will focus on a number of efforts to integrate systems and data, including:

- Being good stewards of information technology investments by providing shared services across the Agency
- Bolstering USAID’s security posture to ensure that risks are mitigated and that information is protected across the network
- Continuing to improve the usability of collaborative platforms that provide partners with easier access to tools for sharing information and managing knowledge
- Remaining committed to staying at the forefront of information technology innovation and employing advances in mobility, web-based technologies, and cloud computing services
- Improving access to wireless technologies and the use of mobile devices and applications that allow greater flexibility in the field
- Serving as a strategic advisor for all Agency information technology needs and improving the overall customer experience by shifting from a reactive to a proactive engagement
- Continuing to promote the use of green information technology in international development as well as our operations to minimize the impact on the environment.

The following 2016-2020 information technology goals, outcomes, and objectives were formulated with collaborative input from across the Agency. They were also informed by the drivers, trends, and current challenges that the Agency faces. The goals outline our direction for the next five years, and the objectives are the interim steps to meeting those goals. The strategies illustrate the work needed to meet objectives, and full details of those are located in Appendix B. Additionally, the Agency has identified four cross-cutting themes that reflect on-going operational elements at the core of what is valued across the organization.

Foundation for Success

- Implemented current collaboration tools via MyUSAID
- Provided the ability to access USAID information systems remotely and from mobile devices
- Made improvements in the area of customer service and implemented customer satisfaction surveys
- Improved our cybersecurity posture, exceeding our target FISMA score for FY2014
- Implemented a comprehensive set of IT standards to assist both customers and our own IT specialists in identifying ways to meet their needs

DEVELOPMENT INFORMATION SOLUTION (DIS)

The DIS will fulfill a long recognized need for a suite of tools that will enable operating units to map and manage performance indicator data, plan acquisitions and assistance, and incorporate OPS Master functionality for budgeting. A portfolio viewer will enable users to: integrate data from various Agency systems such as Phoenix, GLAAS, and FACTS Info; combine data across operating units to view the entire USAID portfolio; and run automated reports and queries to improve evidence-based decision-making. Its component Development Data Library will provide a venue for releasing data to the public in accordance with the U.S. Government’s Open Data Policy.

Goals:

Goal 1: Solution Delivery: Accelerate the timely delivery of secure and integrated business information technology solutions in support of USAID’s mission in international development.

Goal 2: Information Technology Innovation: Create a culture that supports the Agency in becoming an innovation leader in the federal government and maximizes the impact of information technology in international development.

Goal 3: Operational Excellence: Streamline Agency operations to align information technology resources and enhance efficiency.

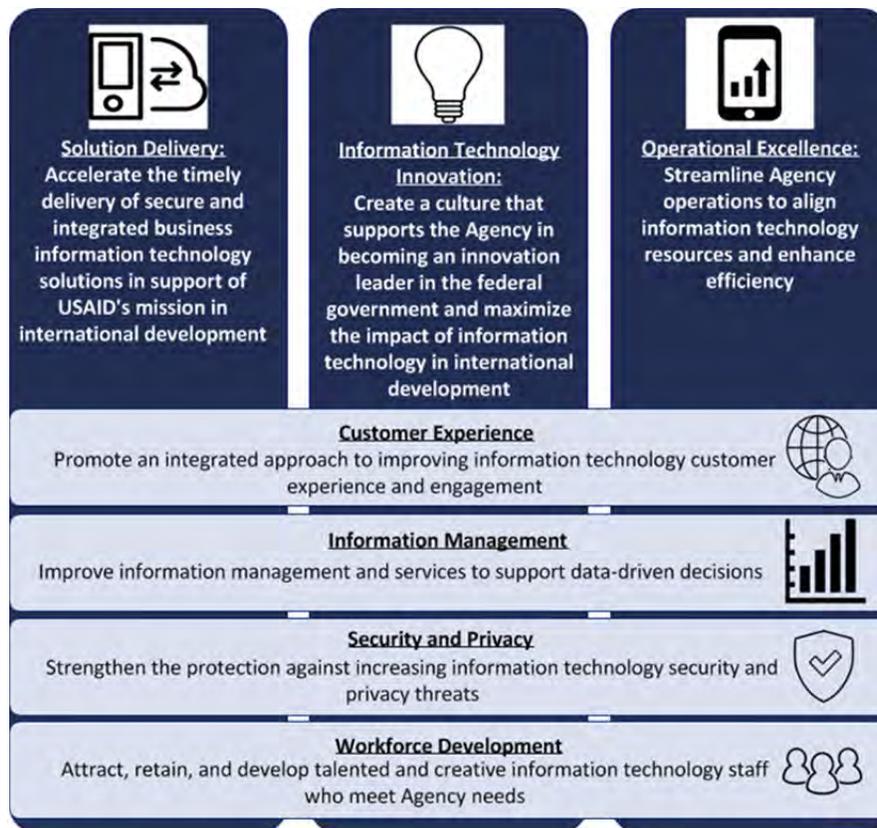
Themes:

Theme 1: Customer Experience: Promote an integrated approach to improving information technology customer experience and engagement.

Theme 2: Information Management: Improve information management and services to support data-driven decisions.

Theme 3: Security and Privacy: Strengthen protection against increasing information technology security and privacy threats.

Theme 4: Workforce Development: Attract, retain, and develop talented and creative information technology staff who meet Agency needs.



USAID Information Technology Goals and Themes

5.1 Goals, Objectives, and Outcomes

Goals and Objectives

<p><u>Goal 1: Solution Delivery</u> Accelerate the timely delivery of secure and integrated business information technology solutions in support of USAID's mission in international development.</p>	<p><u>Goal 2: Information Technology Innovation</u> Create a culture that supports the Agency in becoming an innovation leader in the federal government and maximizes the impact of information technology in international development.</p>	<p><u>Goal 3: Operational Excellence</u> Streamline Agency operations to align information technology resources and enhance efficiency.</p>
<p><u>Objective 1.1</u> Deliver enterprise information management solutions that allow efficient access to data. <u>Objective 1.2</u> Improve preparation/communication around new information technology solutions, enhancements, or guidance in a user-friendly manner. <u>Objective 1.3</u> Enable the Agency to optimize current and potential information technology capabilities. <u>Objective 1.4</u> Become a "strategic partner" and "advisor" that provides information technology thought leadership across the Agency.</p>	<p><u>Objective 2.1</u> Advance capabilities in new technologies, such as virtualization, cloud computing, and mobile applications. <u>Objective 2.2</u> Engage and partner with U.S. Global Development Lab, industry, academia, and other government agencies to employ innovative information technologies. <u>Objective 2.3</u> Institutionalize ongoing learning through management practices that support innovation.</p>	<p><u>Objective 3.1</u> Provide a connected infrastructure for users that is accessible, reliable, secure, and easy to use. <u>Objective 3.2</u> Establish a systematic way to continuously improve processes and systems. <u>Objective 3.3</u> Strengthen information technology governance and oversight to efficiently address Agency information technology needs. <u>Objective 3.4</u> Improve collaboration and integration with the Department of State and other federal agencies.</p>

End Outcomes

<p style="text-align: center;">1</p> <p>Information technology solutions are reliable, flexible, and integrated to meet Agency demands.</p>	<p style="text-align: center;">2</p> <p>A supportive workplace that encourages the Agency to be an information technology innovation leader by providing Agency staff and partners with capabilities in a timely fashion.</p>	<p style="text-align: center;">3</p> <p>Agency information technology operations are structured and managed to enhance efficiency and align resources.</p>
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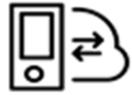
5.2 Themes, Objectives, and Outcomes

Themes and Objectives

<p><u>Theme 1: Customer Experience</u> Promote an integrated approach to improving information technology customer experience and engagement.</p>	<p><u>Theme 2: Information Management</u> Improve information management and services to support data-driven decisions.</p>	<p><u>Theme 3: Security and Privacy</u> Strengthen protection against increasing information technology security and privacy threats.</p>	<p><u>Theme 4: Workforce Development</u> Attract, retain, and develop talented and creative information technology staff who meet Agency needs.</p>
<p><u>Objective T1.1</u> Understand user needs to improve experience. <u>Objective T1.2</u> Enhance information technology business engagement to meet user needs. <u>Objective T1.3</u> Promote effective use of information technology solutions through guidance, standards, and communication.</p>	<p><u>Objective T2.1</u> Design and implement an environment that supports transparency around data collection, information sharing, and access. <u>Objective T2.2</u> Enable seamless access to quality data in support of data-driven decisions.</p>	<p><u>Objective T3.1</u> Maintain and enhance information technology systems and processes by addressing cybersecurity and privacy risks. <u>Objective T3.2</u> Continue to improve and implement policies and practices that adhere to and anticipate federal standards and guidelines. <u>Objective T3.3</u> Make continuous improvements to protect sensitive and personally identifiable information (PII).</p>	<p><u>Objective T4.1</u> Become an information technology thought leader and advisor to stakeholders. <u>Objective T4.2</u> Attract and retain creative and talented staff to meet the future needs of the Agency. <u>Objective T4.3</u> Establish ongoing learning opportunities and management practices to support the Agency of the future. <u>Objective T4.4</u> Improve information technology employee satisfaction.</p>

End Outcomes

<p>1 The information technology team is regarded as a trusted and valued advisor to customers.</p>	<p>2 The Agency makes data-driven decisions based on timely, reliable, and accurate information.</p>	<p>3 The Agency maintains secure information technology systems and networks that protect sensitive and private information and reduce risks.</p>	<p>4 The information technology workforce is engaged, talented, creative, and are enabled to meet Agency needs.</p>
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5.3 Goal 1: Solution Delivery

Accelerate the timely delivery of secure and integrated business information technology solutions in support of USAID’s mission in international development.

End outcome: *Information technology solutions are reliable, flexible, and integrated to meet Agency demands.*

Information technology is a core business function that enables USAID to achieve its mission and goals. Over the next five years, the Agency will focus on improving IT solutions that support M/B/IOs in delivering development aid to communities across the world. These IT solutions include products and services that will position the Agency to respond proactively to the daily challenges the Agency faces. The Office of the Chief Information Officer will support the Agency’s mission by focusing on the following four objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective 1.1 — Deliver enterprise information management solutions that allow efficient access to data.	IT is a core function of the Agency and exists to support development needs around the globe. Users of IT need reliable solutions that connect them to the right information anywhere at any time. USAID will enable these efforts through a variety of current and planned tools, systems, and processes, many of which are available via the IT Service Catalogue. The Agency will continue to build upon these types of solutions.	<ul style="list-style-type: none"> • IT solutions are available to users anytime and anywhere to Agency M/B/IOs. • Users are able to access information with relative ease. • USAID personnel are equipped to do their jobs more effectively and efficiently, and the public is better provisioned with data to support international development.
Objective 1.2 — Improve preparation/ communication around new information technology solutions, enhancements, or guidance in a user-friendly manner.	USAID works in many types of environments, often with minimal or outdated local infrastructure. Additionally, critical IT items, such as infrastructure, systems, and processes, require upgrades and maintenance throughout the year. The Development Information Solution (DIS) offers an Agency-wide approach to these challenges.	<ul style="list-style-type: none"> • M/CIO is a strategic partner and advisor on Agency IT needs. • M/CIO creates a mature and well-governed framework for process improvements • USAID staff and the general public leverage USAID technology and data to gain increased insight into Agency programs and operations.
Objective 1.3 — Enable the Agency to optimize current and potential information technology capabilities.	USAID must make information systems accessible to employees, users, and public stakeholders to enable mission delivery. For the next five years we will focus on increasing efficiencies for the Agency by providing system and data integration solutions that enable operating units to make timely and effective decisions. As the environment rapidly changes, technologies, systems, and processes must also change. The Agency will need to continually be well-informed and up-to-date on external as well as internal factors that may affect accessibility. While access is a critical aspect of infrastructure, the Agency will ensure that information systems are secure and user-friendly.	<ul style="list-style-type: none"> • IT solutions are available to users anytime and anywhere to Agency M/B/IOs. • USAID staff and the general public leverage USAID data and technology to generate new insight in support of international development.

<p>Objective 1.4 — Become a "strategic partner" and "advisor" that provides information technology thought leadership across the Agency.</p>	<p>As a mission enabler, USAID IT will continue to engage Agency stakeholders to meet user needs. These relationships will extend USAID's ability to identify and optimize opportunities for collaboration among the business units and IT functions while being efficient and transparent. In this way, the Agency will shift the role of IT staff from "service provider" to "strategic partner" and "advisor" for IT products and services. This will make ongoing training and communications even more important for the entire IT workforce. For example, IT staff could partner with Missions on their efforts to develop Country Development Cooperation Strategies (CDCSs) by providing technical and domain expertise around IT-related aspects.</p>	<ul style="list-style-type: none"> • M/CIO is a strategic partner and advisor on Agency IT needs. • Framework for process improvements is well-developed and well-governed. • Technology is leveraged to increase transparency of ongoing efforts.
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5.4 Goal 2: Information Technology Innovation

Create a culture that supports the Agency in becoming an innovation leader in the federal government and maximizes the impact of information technology in international development.

End outcome: *A supportive workplace that encourages the Agency to be an information technology innovation leader by providing Agency staff and partners with capabilities in a timely fashion.*

IT advances at a rate that requires constant review and evaluation of new and emerging technologies and techniques. Companies leverage emerging technologies and cutting-edge processes to increase competitive edge and are eager to adopt these innovations into their infrastructures. USAID should also leverage these innovations where they can contribute to greater effectiveness and efficiency. As a core business function that enables USAID to achieve its mission and goals, USAID IT will focus on bolstering an Agency culture that values and invests in innovative solutions that meet mission needs. The Agency will accomplish its end outcome by focusing on the following three objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
<p>Objective 2.1 — Advance capabilities in new technologies, such as virtualization, cloud computing, and mobile applications.</p>	<p>The IT environment constantly evolves, which means federal agencies need to monitor emerging technologies and techniques for potential use. As a result, USAID will continue to build IT innovation capabilities that provide the environment, management practices and incentives to explore, design or prototype IT technologies in such areas as cloud computing, data publication, mobile application or virtualization.</p>	<ul style="list-style-type: none"> • USAID staff and the general public have access to new and constantly improving platforms that provide access to USAID data. • IT leaders have knowledge of leading-edge innovations that will help meet business needs. • Agency creates an environment where fresh ideas are valued. • Technology is leveraged to increase transparency of ongoing efforts.
<p>Objective 2.2 — Engage and partner with U.S. Global Development Lab, industry, academia, and other government agencies to employ innovative information technologies.</p>	<p>Engaging with IT leaders and knowledge experts around the world is essential for applying new technology, lessons learned, or best practices in the field. Public-private partnerships are also a forum for exploring IT advances for potential use within USAID. Additionally, as a leader in the field of development, the Agency will seek opportunities to contribute lessons learned around current and emerging IT beyond our Agency walls. The Agency will collaborate more closely with leading experts in order to deliver today's development commitments into tomorrow's</p>	<ul style="list-style-type: none"> • IT leaders have knowledge of leading-edge innovations that will help meet business needs. • Agency creates an environment where fresh ideas are valued. • USAID leaders make decisions with future needs in mind. • M/CIO workforce has a better understanding of the Agency environment and business needs.

Objectives	Description	Interim Outcomes
	world.	
Objective 2.3 — Institutionalize ongoing learning through management practices that support innovation.	USAID’s workforce is a crucial asset that enables the Agency to deliver on its mission. Management will incentivize and reward thought leadership across the Agency around IT innovation. As our Agency evolves in becoming more effective in identifying and employing innovative solutions to challenges, management will utilize a variety of behaviors, practices, and associated tools that support an innovative culture. Examples of management practices that support innovation include rewarding new ideas, creating “lab” space and time to pilot new ideas, leading by example, celebrating risk taking through analyzing failures, communication, setting and executing realistic goals, benchmarking, performance monitoring, and forecasting.	<ul style="list-style-type: none"> • Agency creates an environment where fresh ideas are valued. • USAID leaders make decisions with future needs in mind. • M/CIO workforce has a better understanding of the Agency environment and business needs. • Agency establishes a discipline of continuous improvement.



5.5 Goal 3: Operational Excellence

Streamline Agency operations to align information technology resources and enhance efficiency.

End outcome: *Agency information technology operations are structured and managed to enhance efficiency and align resources.*

The Agency will continue to leverage current and emerging technologies while refreshing older and useful technologies to maintain Agency operations. This approach will create a more targeted effort at meeting core business needs of IT-related products and services without sacrificing quality or security. Enhanced systems, tools, and processes will also be designed to decrease siloed behavior and information thereby increasing information sharing and collaboration. Attaining this type of operational efficiency will require not only those delivering IT, but also those receiving IT services and products. The Agency will accomplish its end outcome by focusing on the following four objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective 3.1 – Provide a connected infrastructure for users that is accessible, reliable, secure, and easy to use.	The infrastructure that delivers USAID’s IT services also requires ongoing improvement to increase network availability and ensure security. This can be done in a variety of ways, including adding more bandwidth to services delivered, decreasing demand of current bandwidth, or a blend of both. USAID will also continue to improve upon our ability to maintain continuity of operations so that future incidents have minimal impact on our Missions’ ability to operate and coordinate with their stakeholders.	<ul style="list-style-type: none"> • Decisions are deliberately made to support improvements to connectivity, interoperability and integration of processes to optimize operations. • Agency makes decisions in a timely manner to enable efficient operations.
Objective 3.2 – Establish a systematic way to continuously improve processes and systems.	Experience has shown repeatedly that careful planning, frequent, regular review by trained, qualified people, and meticulous control of execution are necessary to defining and fielding complex delivery. USAID will simplify complex processes into more manageable pieces for easier and more effective delivery. The phases of improvement include understanding our current delivery position, laying out an approach that allows for ongoing actions to improve, and continuously promoting changes and success along the way.	<ul style="list-style-type: none"> • Decisions are deliberately made to support improvements to connectivity, interoperability and integration of processes to optimize operations. • Communicate current efforts and/or work streams and identify potential trade-offs for optimization. • Reduce workload through more efficient data management and integration.

Objective 3.3 – Strengthen information technology governance and oversight to efficiently address Agency information technology needs.	Current aspects of IT governance are centered on the Management Operations Council (MOC) and the Information Technology Steering Subcommittee (ITSS). The current roles and responsibilities of these governance bodies are changing and will become more strategic while they retain their IT investment roles. The Agency will move toward a model where decision makers are informed of all IT-related investments across the Agency, and USAID leadership collaborates through open dialogue and trust. While there has been positive movement in this regard with the ITSS and FITARA Working Group, there are more challenges USAID needs to overcome. To help the Agency complete this effort, USAID leaders will engage knowledgeable stakeholders on how to make this transition effective.	<ul style="list-style-type: none"> • USAID leadership makes investment determinations in alignment with the IT Strategic Plan. • Management practices and IT resource and investment allocation are transparent across the Agency. • Agency has a portfolio that is aligned with current and future development needs.
Objective 3.4 – Improve collaboration and integration with the Department of State and other federal agencies.	As development partners with diplomacy as key pillars of foreign policy, USAID works closely with the Department of State (State) in many ways. Specifically, many USAID staff are co-located with State personnel at embassies and consulates, and some of the systems and infrastructure are used by both organizations. USAID will collaborate with State to identify ways to improve communication and efficiency.	<ul style="list-style-type: none"> • USAID will work closely with Department of State to improve the overseas personnel management system. • USAID will implement the Continuous Diagnostics and Mitigation (CDM) program in collaboration with Department of Homeland Security to improve our cybersecurity posture.



5.6 Theme 1: Customer Experience

Promote an integrated approach to improving information technology customer experience and engagement.

End outcome: *The information technology team is regarded as a trusted and valued advisor to customers.*

Information technology and USAID data are crucial assets that enable the Agency to deliver on its mission worldwide. The IT team serves its internal and external customers by providing a trusted infrastructure to accommodate the Agency’s systems, data, and tools; efficiently and effectively managing information assets; and ensuring the continuity of services that are in high demand among both internal and external consumers. Agency IT staff support the objectives below by inviting open dialogue, collaborating with internal and external stakeholders, and regularly communicating with users. M/CIO will support the Agency’s mission by focusing on the following three objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective T1.1 – Understand user needs to improve their experience.	USAID has realized significant progress building on and establishing more open dialogues with stakeholders. The Agency will continue to employ dynamic and interactive communication techniques to better understand the data and IT needs of internal and external customers and to demonstrate the value provided by IT services across the Agency.	<ul style="list-style-type: none"> • Agency knows and understands internal and external user and stakeholder needs. • Agency and general public are aware of IT solutions provided and needed. • Agency and general public experience improved customer experience related to IT and USAID data.
Objective T1.2 – Enhance information technology business engagement to meet user needs.	USAID will strive to establish a discipline for ongoing dialogue among the many IT stakeholder communities to understand user needs, unique mandates, and implement modifications and refinements as appropriate.	<ul style="list-style-type: none"> • Agency knows and understands internal and external user and stakeholder needs. • Agency and general public are aware of IT solutions provided and needed. • Agency focuses resources on priority

		<p>areas based on user demand.</p> <ul style="list-style-type: none"> • Agency IT staff is proactive in meeting user needs, which positions the Agency to focus on current and future priorities.
Objective T1.3 – Promote effective use of information technology solutions through guidance, standards and communication.	Agency IT staff are embracing the challenging mandate of meeting and exceeding operational and technical requirements for its infrastructure, systems, data publication, and accompanying procedures. The Agency will expand upon and put into place new forums for continued communication that highlights standards, guidance, and updates.	<ul style="list-style-type: none"> • Agency and general public experience improved customer experience related to IT and USAID data. • Agency IT staff is proactive in meeting user needs, which positions the Agency to focus on current and future priorities.



5.7 Theme 2: Information Management

Improve information management and services to support data-driven decisions.

End outcome: *The Agency makes data-driven decisions based on timely, reliable, and accurate information.*

The Agency will focus on enterprise solutions to manage information more efficiently and effectively, while protecting the Agency from risks. Solutions will provide USAID staff and the general public with direct access to useful, timely, and accurate information to support decision making or to inform other international development efforts. USAID staff, partners, and the general public will have access to enhanced capabilities that permit extraction of meaningful data, analysis, and reporting. They will be able to evaluate results that can determine the direction of current efforts, contribute to knowledge sharing, or influence future Agency policy. The Agency will accomplish its end outcome by focusing on the following two objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective T3.1 – Design and implement an environment that supports transparency around data collection, information sharing, and access.	The Agency will continue its transparency efforts around data and information collection, sharing, and access. It will continue to invest in and upgrade its Development Data Library to power www.usaid.gov/data ; recruit experts who are skilled in data curation practices consistent with academic standards and managing risks associated with public release; lead communications and change management efforts designed to build general awareness of USAID data efforts and assets; and generate best practices guides for USAID staff and partners to ensure that USAID-funded data is managed effectively. USAID will improve capabilities to search Agency systems to ensure that USAID staff and the general public have timely access to the data most relevant to their needs.	<ul style="list-style-type: none"> • Agency staff and the general public are aware of and use USAID data assets to generate new insight in support of international development. • USAID data is regarded by internal and external stakeholders as being of high quality, easily accessible, and timely. • Users are aware of and trained in how to use and maintain internal data repositories (e.g., Development Information Solution) and external repositories (e.g., Development Data Library).
Objective T3.2 – Enable seamless access to quality data in support of data-driven decisions.	There is a wealth of information across the Agency that can be shared internally and externally to drive more effective approaches to international development. Adequately leveraging this information will require breaching internal silos and providing centralized and standardized data access to both USAID staff and members of the public. In order to improve data and information access, M/CIO will invest in new systems development (e.g., DIS), ongoing training, documenting guides and best practices, and consistently communicating with stakeholders to ensure	<ul style="list-style-type: none"> • Improved enterprise data quality. • Improved internal and external access to USAID data and information systems. • Improved internal and external awareness of USAID data assets. • Users who are trained in the use and maintenance of USAID data repositories.

	ongoing dialogue and responsiveness.	
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5.8 Theme 3: Security and Privacy



Strengthen protection against increasing information technology security and privacy threats.

End outcome: *The Agency maintains secure information technology systems and networks that protect sensitive and private information and reduce risks.*

Federal agencies are obligated to continually assess risks to information systems and data publication.² This process includes not only addressing cybersecurity risks (i.e., maintaining the confidentiality, integrity, and availability of Agency data), but also privacy risks (i.e., proper collection, use, storage, and disposal of personally identifiable information, or PII). USAID will continue to build upon its current approach to safeguarding Agency data under statutory and Agency requirements by enhancing its physical and technical infrastructure and bolstering staff expertise in the realm of data science.

USAID will also dedicate sufficient resources to support a robust information governance program, which will identify distinct roles and responsibilities for both privacy and security professionals across the Agency. Due to USAID’s mission, privacy risks are encountered by many organizations across the Agency. Without effective communication and coordination, privacy risk will not be addressed adequately and consistently across the Agency. Thus, addressing this gap is one of the Agency’s top priorities. The Agency will accomplish its end outcome by focusing on the following three objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective T4.1 – Maintain and enhance information technology systems and processes by addressing cybersecurity and privacy risks.	USAID will continue to align its operations closely to federal laws, regulations and directives, standards, and guidance for IT systems and processes. This includes the Federal CIO’s 25-point Plan to Reform IT, NIST SP 800-53, OMB M-13-13, and FIPS Publication 200, which contains the federal minimum security requirements for information, information systems, and data publication. They outline the purpose, impact levels, minimum security requirements, and security controls needed to promote the development, implementation, and operation of more secure information systems. Adhering to these types of requirements will protect USAID from critical risks to information security and privacy.	<ul style="list-style-type: none"> • Agency is postured to identify cybersecurity and privacy vulnerabilities in a timely manner. • Agency is less prone to cybersecurity and privacy threats, and risks are effectively mitigated. • Sensitive agency data, including personally identifiable information (PII), are not compromised. • Staff are trained and competent to comply with federal information security, data management, and privacy mandates. • Agency will develop and implement an IT privacy impact assessment methodology consistent with the requirements of the E-Government Act of 2002.
Objective T4.2 – Continue to improve and implement policies and practices that adhere to and anticipate federal standards and	The NIST Privacy Controls Catalog provides organizationally-focused controls that integrate many of the government-wide privacy requirements. When it comes to adhering to and anticipating federal standards, White House, Federal CIO Council, Office of Management and Budget (OMB), and other guidance bodies have outlined steps to make	<ul style="list-style-type: none"> • Agency is postured to identify cybersecurity and privacy vulnerabilities in a timely manner. • Agency is less prone to cybersecurity and privacy threats, and risks are effectively mitigated. • Staff are trained and competent to comply with federal information

² See NIST SP 800-53 rev 4 and FIPS Publication 200 and OMB Memorandum M-13-13.

Objectives	Description	Interim Outcomes
guidelines.	government information system and data more secure.	security, data management, and privacy mandates.
Objective T4.3 – Make continuous improvements to protect sensitive and personally identifiable information (PII).	USAID will continue to strengthen our security posture to ensure that sensitive data, critical systems, applications, and solutions are not compromised. We will accomplish this by continuing to engage with key stakeholders and senior leaders to discuss industry best practices and remain up-to-date on federal policies and guidelines. USAID will implement front-line security controls to protect sensitive and protected information.	<ul style="list-style-type: none"> • Risk of unauthorized access to data and information systems is mitigated. • USAID has a core group of data scientists and experts to help prevent the release (or generation) of sensitive data in the public sphere. • Leaders can manage resources to maximize effective and efficient use. • IT staff monitor and improve user access to information systems. • Users are aware of and trained in how to use and maintain data repositories.

5.9 Theme 4: Workforce Development



Attract, retain, and develop talented and creative information technology staff who meet Agency needs.

End outcome: *The information technology workforce is engaged, talented, creative, and enabled to meet Agency needs.*

To ensure that USAID remains an IT leader across the federal government, the Agency will identify specific technical competencies that will be required for all IT personnel including those located either within or outside of the M/CIO organization. In addition, The Agency will also identify ways to retain talented and valued staff. The Agency will accomplish its end outcome by focusing on the following four objectives and associated interim outcomes. (See Appendix C for Performance Measures).

Objectives	Description	Interim Outcomes
Objective T2.1 – Become an information technology thought leader and advisor to stakeholders.	M/CIO can be the Agency's single source for tailoring technology to solve business problems and can collaborate with partners to explore new solutions to persistent problems. IT will focus on practices, mechanisms and opportunities to further build this foundation with business stakeholders.	<ul style="list-style-type: none"> • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Agency workforce are at the forefront of employing IT capabilities within the U.S. government.
Objective T2.2 – Attract and retain creative and talented staff to meet the future needs of the Agency.	Working collaboratively with USAID Human Capital and Talent Management, M/CIO will explore new avenues w to address gaps in technical expertise to meet current and future needs. The Agency will explore alternative hiring methods, such as special authorities, fellowships, or proactive website searches to identify potential candidates to fulfill local, regional, and global workforce needs. In addition, USAID will identify ways to retain talent within the constraints that exist for federal government.	<ul style="list-style-type: none"> • Agency fosters a positive working environment where employees are highly skilled and engaged. • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Personnel are empowered in achieving project goals.
Objective T2.3 – Establish ongoing learning opportunities and management practices to support the Agency of the	As part of the effort to retain talented staff, USAID will find ways to identify new opportunities to build skills and knowledge around IT-related efforts including, but limited to, instituting management practices, benchmarking, or piloting new ideas. The Agency will also identify creative opportunities for career advancement and development of its IT staff.	<ul style="list-style-type: none"> • Agency fosters a positive working environment where employees are highly skilled and engaged. • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Agency workforce are at the

future.		forefront of employing IT capabilities within the U.S. government.
Objective T2.4 – Improve information technology employee satisfaction.	Employees spend a large percentage of their time in the work environment. Having awareness to the extent to which USAID IT staff are content with their work environment will influence the management practices and policies that are needed to foster increased job satisfaction. In addition to employee satisfaction, USAID will continue to assess and monitor employee engagement, which is the extent to which USAID employees feel committed to exceed expectations, not only in their own work, but in support of the broader mission of the organization.	<ul style="list-style-type: none"> • Agency fosters a positive unified working environment where employees are highly skilled and engaged. • Employees are empowered to think outside of the box and have opportunities to employ innovation.

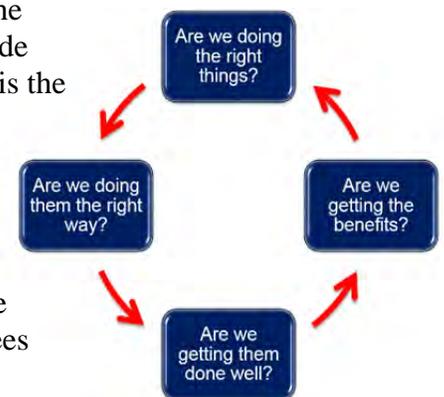
6 Conclusion

Information technology is vital to our worldwide operations. The execution of this strategic plan will no doubt further improve our support of the Agency’s mission through information technology.

6.1 Governance of the Plan

The MOC and its ITSS constitute the governance entity to oversee the Agency’s ITSP and ensure that goals are realized, investments provide intended returns, and stakeholder expectations are met. Governance is the process by which Agency leaders direct and control the current and future use of IT, evaluate and set the direction for all IT, and monitor the achievement of plans along with the use of policies to achieve those plans.

The Agency’s IT investments will be governed in alignment with the ITSP. Currently, the ITSS, with cross-Agency representation, oversees the identification, selection, prioritization, and performance of IT investments.



Note that while decision-making authority for making IT investments rests with the MOC and ITSS, some decisions will be dependent on information from other sources, such as: the FITARA Working Group that advises on implementing the Act across USAID; and the DIS ESC, which is a program steering committee that provides direction on this critical strategic Agency initiative. As a result, governance of the ITSP will require coordination and communication with other existing or newly formed governance entities.

The Agency ITSP is the first step in laying out a longer-term direction. Throughout the duration of the Plan, the governance entity will hold strategic reviews to monitor ongoing performance of IT programs and enabling implementation plans, as well as to ensure that the plan is moving along properly and in the right direction.

On an annual basis, both the business and IT stakeholders will establish a process that provides validation of business and IT priorities. This will allow the Agency to have a strategic and operational view of current challenges, IT trends, and business needs. Although the Agency ITSP is unlikely to shift significantly, an immediate focus or priority area may change.

Regular performance reviews of both programs and projects will allow the MOC, ITSS, and M/CIO senior leadership to have insight into progress against the ITSP. Building a discipline that allows for open dialogue and reporting will, over time, foster an environment where performance data drives decisions and timely course corrections are made, particularly if trade-offs need to be made or resources re-allocated.

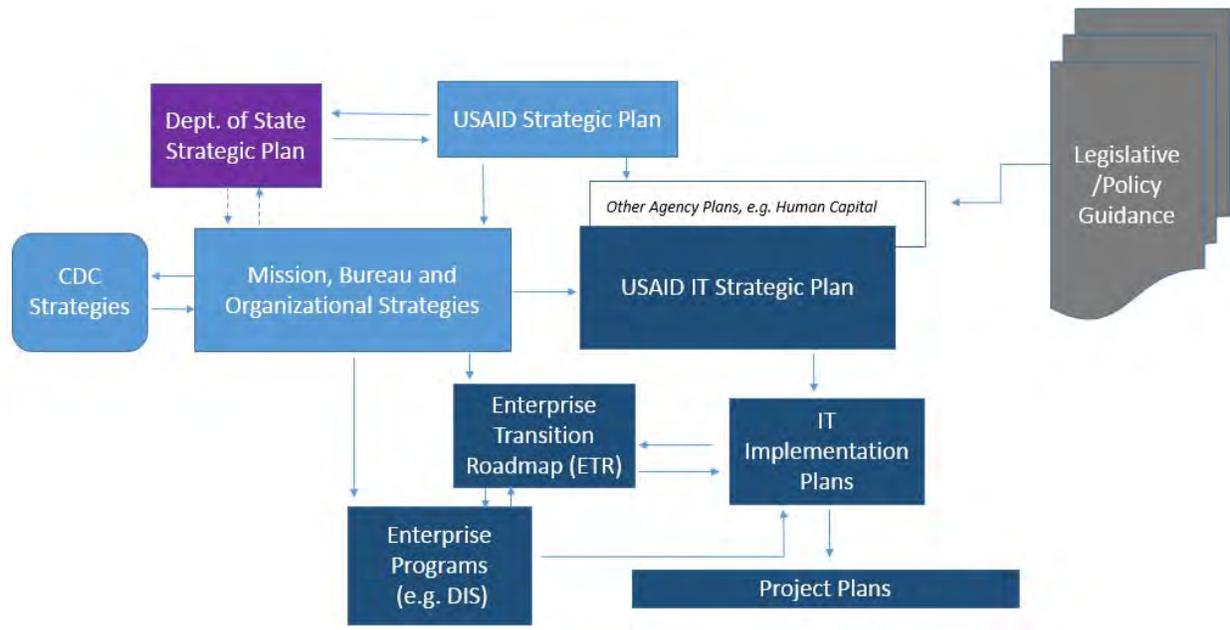
6.2 Implementation of the Plan

The Agency ITSP sets the goals and objectives for information technology at USAID, along with some high-level strategies to achieve the goals. In order to meet those goals, the Agency will have to build or enhance current business and IT capabilities, recognizing that capabilities are the link between plans and the way in which we deliver on our mission.

Implementation will require clear communication as well as coordination with supporting implementation or organizational plans. The following plans and entities support the achievement of the Agency's IT goals.

- DIS is an Agency-wide solution to manage and report on USAID's global portfolio. DIS will not only focus on identifying, codifying, and standardizing business processes for the Missions, but will also require integration of key Agency systems or the creation of potential new solutions.
- Human Capital and Talent Management focuses their efforts on the current and future workforce needs of the Agency. Their planning activities range from recruitment to policy, assignment evaluation, discipline, career development, and promotions for both the Foreign and the Civil Service workforce. IT is a key enabler for streamlining the workflow to carry out these activities.
- The Enterprise Transition Roadmap (ETR) is M/CIO's overall plan outlining key IT capabilities, including DIS, which may be required to be built or enhanced in support of the M/B/IOs over the next few years. The ETR describes the IT capabilities needed in security, enterprise information management, cloud and infrastructure, application modernization, mobility, and collaboration and points to the projects necessary for building these capabilities.

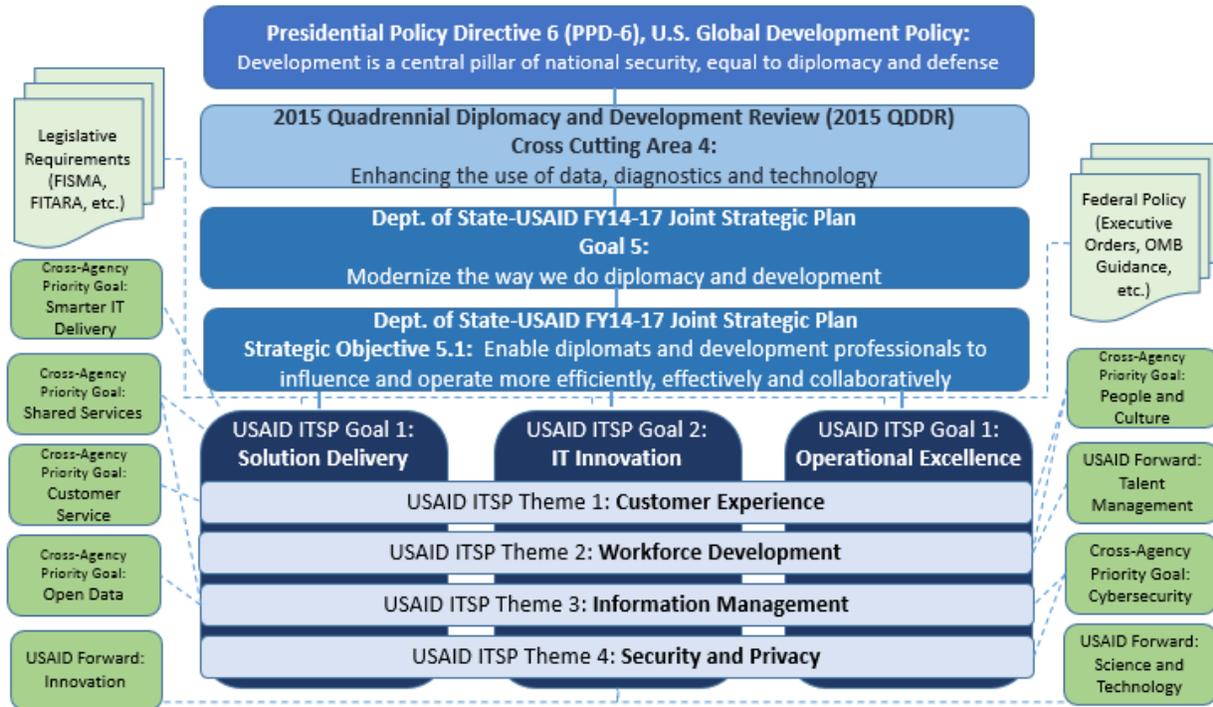
Unraveling the interdependency among the current business plans and IT systems and identifying necessary information while enhancing or building new capabilities requires strong partnership with M/B/IOs, rigor and discipline, and open dialogue about how decisions are made and ultimately implemented.



Alignment of Implementation Plans

Appendix A Goal Alignment Map

The USAID ITSP is aligned with the 2015 Quadrennial Diplomacy and Development Review (2015 QDDR), as well as the U.S. Department of State and USAID FY14-17 Joint Strategic Plan. Together, these documents provide the overall strategic framework for the Agency. In addition, the ITSP is driven by legislative requirements and federal policies. It is also aligned with Cross-Agency Priority Goals and USAID Forward Initiatives. The relationships are illustrated in the figure below.



USAID ITSP Goal Alignment Map

Accordingly, the USAID Enterprise Technology Roadmap (ETR), as well as any other supporting IT implementation plans, will be aligned to one or more of the USAID ITSP goals or themes.

Appendix B USAID IT Strategies

The ITSP goals, outcomes, objectives, and strategies were formulated with collaborative input from the Mission, Bureau, and Independent Office stakeholders. They were informed by the business and technology drivers, trends, and current challenges that the Agency faces. The following goals outline our direction for the next five years. The cross-cutting themes support the achievement of these goals. Strategies are the work needed to achieve the objectives and they are listed in detail below.

Goals and Outcomes	Objectives	Strategies	Interim Outcomes
<p>GOAL 1: SOLUTION DELIVERY</p> <p>Accelerate the timely delivery of secure and integrated business information technology solutions in support of USAID's mission in international development.</p> <p>End Outcome: Information technology solutions are reliable, flexible, and integrated to meet Agency demands.</p>	Objective 1.1 Deliver enterprise information management solutions that allow efficient access to data.	<ul style="list-style-type: none"> • Strategy 1.1.1 Engage IT users on how M/CIO can better meet user needs. • Strategy 1.1.2 Develop systematic process to identify and deliver critical development needs. • Strategy 1.1.3 Design, develop, and deploy the Development Information Solution (DIS), Development Data Library, and Enterprise Reporting Portal. • Strategy 1.1.4 Complete requirements and planning stages for DIS program. • Strategy 1.1.5 Implement DIS functionality for Agency staff. 	<ul style="list-style-type: none"> • IT Solutions are available to users anytime and anywhere to Agency M/B/IOs. • Users are able to access information with relative ease. • USAID personnel equipped to effectively and efficiently do their jobs, and the public is better provisioned with data to support international development.
	Objective 1.2 Improve preparation/communication around new information technology solutions, enhancements, or guidance in a user-friendly manner.	<ul style="list-style-type: none"> • Strategy 1.2.1 Develop two way communications with IT users to continuously improve IT and data delivery. • Strategy 1.2.2 Design and implement a process for notifying users on IT updates and enhancements. 	<ul style="list-style-type: none"> • M/CIO is a strategic partner and advisor on Agency IT needs. • M/CIO creates a mature and well-governed framework for process improvements • USAID staff and the general public leverage USAID technology and data to gain increased insight into Agency programs and operations.
	Objective 1.3 Enable Agency to optimize current and potential information technology capabilities.	<ul style="list-style-type: none"> • Strategy 1.3.1 Create and distribute information on how the M/CIO can meet user needs. • Strategy 1.3.2 Agency monitors and tracks IT and data solutions delivered. • Strategy 1.3.3 Advise and connect M/B/IOs with industry, government, non-government, and academia leaders on current needs. 	<ul style="list-style-type: none"> • IT solutions are available to users anytime and anywhere to Agency M/B/IOs. • USAID staff and the general public leverage USAID data and technology to generate new insight in support of international developments.
	Objective 1.4 Become a "strategic partner" and "advisor" that provides IT thought leadership across the Agency.	<ul style="list-style-type: none"> • Strategy 1.4.1 Develop relationships with M/B/IOs to identify potential IT and data collaboration efforts. 	<ul style="list-style-type: none"> • M/CIO is a strategic partner and advisor on Agency IT needs. • Framework for process improvements is well-developed and well-governed. • Technology and data are leveraged to increase transparency of ongoing efforts.

Goals and Outcomes	Objectives	Strategies	Interim Outcomes
<p>GOAL 2: INFORMATION TECHNOLOGY INNOVATION</p> <p>Create a culture that supports the Agency in becoming an innovation leader in the federal government and maximizes the impact of information technology in international development.</p> <p>End Outcome: A supportive workplace that encourages the Agency to be an information technology innovation leader by providing Agency staff and partners with capabilities in a timely fashion.</p>	<p>Objective 2.1 Advance capabilities in new technologies, such as virtualization, cloud computing, and mobile applications.</p>	<ul style="list-style-type: none"> • Strategy 2.1.1 Stand up IT Innovation Lab for prototyping advanced IT capabilities. • Strategy 2.1.2 Deploy prototyped capabilities into production (as appropriate). 	<ul style="list-style-type: none"> • USAID staff and the general public have access to new and constantly improving platforms that provide access to USAID data. • IT leaders have knowledge of leading-edge innovations that will help meet business needs. • Agency creates an environment where fresh ideas are valued. • Technology is leveraged to increase transparency of ongoing efforts.
	<p>Objective 2.2 Engage and partner with U.S. Global Development Lab, industry, academia, and other government agencies to employ innovative information technologies.</p>	<ul style="list-style-type: none"> • Strategy 2.2.1 Identify trends, drivers, and key resources of innovation within IT realm. • Strategy 2.2.2 Identify and implement useful mechanisms for idea collection and generation. • Strategy 2.2.3 Design and implement a process for collecting and prioritizing strategic innovation ideas. • Strategy 2.2.4 Attend conferences, webinars, and communities of practice, industry association days, etc. to bring back lessons learned and best practices. 	<ul style="list-style-type: none"> • IT leaders have knowledge of leading-edge innovations that will help meet business needs. • Agency creates an environment where fresh ideas are valued. • USAID leaders make decisions with future needs in mind. • M/CIO workforce has a better understanding of the Agency environment and business needs.
	<p>Objective 2.3 Institutionalize ongoing learning through management practices that support innovation.</p>	<ul style="list-style-type: none"> • Strategy 2.3.1 Develop a culture that creates opportunities for eliciting ideas and knowledge sharing. • Strategy 2.3.2 Invest resources in priority R&D projects. 	<ul style="list-style-type: none"> • Agency creates an environment where fresh ideas are valued. • USAID leaders make decisions with future needs in mind. • M/CIO workforce has a better understanding of the Agency environment and business needs. • Agency establishes a discipline of continuous improvement.

Goals and Outcomes	Objectives	Strategies	Interim Outcomes
<p>GOAL 3: OPERATIONAL EXCELLENCE Streamline Agency operations to align information technology resources and enhance efficiency.</p> <p>End Outcome: Agency information technology operations are structured and managed to enhance efficiency and align resources.</p>	<p>Objective 3.1 Provide a connected infrastructure for users that is accessible, reliable, secure, and easy to use.</p>	<ul style="list-style-type: none"> • Strategy 3.1.1 Deploy and enhance the Development Data Library, determining requirements for data storage, warehousing, and use for future functionality. • Strategy 3.1.2 Monitor and evaluate internal and external utilization, demand, and user satisfaction of development data. • Strategy 3.1.3 Provide access to useful knowledge including best practices and lessons learned that helps to support M/CIO efforts. • Strategy 3.1.4 M/CIO monitors and tracks IT processes around service delivery including testing. • Strategy 3.1.5 Establish and execute service level agreements (SLAs) with M/B/IOs across Agency as needed. 	<ul style="list-style-type: none"> • Decisions are deliberately made to support improvements to connectivity, interoperability and integration of processes to optimize operations. • Agency makes decisions in a timely manner to enable efficient operations.
	<p>Objective 3.2 Establish a systematic way to continuously improve processes and systems.</p>	<ul style="list-style-type: none"> • Strategy 3.2.1 Identify, prioritize, and align IT resources across the Agency. • Strategy 3.2.2 Identify opportunities for cost reductions. • Strategy 3.2.3 Improve the transparency of IT costs. 	<ul style="list-style-type: none"> • Decisions are deliberately made to support improvements to connectivity, interoperability and integration of processes to optimize operations. • Communicate current efforts and/or work streams and identify potential trade-offs for optimization. • Reduce workload through more efficient data management and integration.
	<p>Objective 3.3 Strengthen information technology governance and oversight to efficiently address Agency information technology needs.</p>	<ul style="list-style-type: none"> • Strategy 3.3.1 Establish a baseline of how IT enables current Agency operations. • Strategy 3.3.2 Engage stakeholders on how governing IT and data can be more effective and strategic. • Strategy 3.3.3 Establish cross-agency IT and data advisory and working groups. 	<ul style="list-style-type: none"> • USAID leadership makes investment determinations in alignment with the IT Strategic Plan. • Management practices and IT resource and investment allocation are transparent across the Agency. • Agency has a portfolio that is aligned with current and future development needs.
	<p>Objective 3.4 Improve collaboration and integration with Department of State and other federal agencies.</p>	<ul style="list-style-type: none"> • Strategy 3.4.1 Understand the systems that DOS and USAID utilize (baseline performance). • Strategy 3.4.2 Strengthen engagement between DOS and USAID CIOs. 	<ul style="list-style-type: none"> • USAID will work closely with Department of State to improve the oversea personnel management system. • USAID will implement the Continuous Diagnostics and Mitigation (CDM) program in collaboration with Department of Homeland Security to improve our cybersecurity posture.

Themes and Outcomes	Objectives	Strategies	Interim Outcomes
<p>THEME 1: CUSTOMER EXPERIENCE</p> <p>Promote an integrated approach to improving information technology customer experience and engagement.</p> <p>End Outcome: The information technology team is regarded as a trusted and valued advisor to customers.</p>	Objective T1.1 Understand user needs to improve their experience.	<ul style="list-style-type: none"> Strategy T1.1.1 Collect, identify, and analyze user satisfaction with IT solutions. 	<ul style="list-style-type: none"> Agency knows and understands internal and external user and stakeholder needs. Agency and general public are aware of IT solutions provided and needed. Agency and general public experience improved customer experience related to IT and USAID data.
	Objective T1.2 Enhance information technology business engagement to meet user needs.	<ul style="list-style-type: none"> Strategy T1.2.1 Create opportunities for stakeholder engagement such as focus groups and forums. Strategy T1.2.2 Communicate and distribute notices in non-technical language. Strategy T1.2.3 Create and communicate documentation around typical IT and data user requests such as FAQs and user manuals. 	<ul style="list-style-type: none"> Agency knows and understands internal and external user and stakeholder needs. Agency and general public are aware of IT solutions provided and needed. Agency focuses resources on priority areas based on user demand. Agency IT staff is proactive in meeting user needs, which positions the Agency to focus on current and future priorities.
	Objective T1.3 Promote effective use of information technology solutions through guidance, standards and communication.	<ul style="list-style-type: none"> Strategy T1.3.1 Build out a Communications Strategy and a Stakeholder Engagement Strategy that enhances the customer service efforts including marketing and branding aspects. Strategy T1.3.2 Utilize latest technology, such as GIS mapping and social media platforms, to build awareness, generate insight, and positively influence mission outcomes. 	<ul style="list-style-type: none"> Agency and general public experience improved customer experience related to IT and USAID data. Agency IT staff is proactive in meeting user needs, which positions the Agency to focus on current and future priorities.

Themes and Outcomes	Objectives	Strategies	Interim Outcomes
<p>THEME 2: INFORMATION MANAGEMENT</p> <p>Improve information management and services to support data-driven decisions.</p> <p>End Outcome: The Agency makes decisions based on timely, reliable, and accurate information.</p>	Objective T3.1 Design and implement an environment that supports transparency around data collection, information sharing, and access.	<ul style="list-style-type: none"> Strategy T3.1.1 Train and communicate to IT users the importance of data. Strategy T3.1.2 The Agency creates a repository that houses ideas, data, and knowledge for users to access. Strategies T3.1.3 Continuously refine the management of the idea, data, and knowledge repositories. 	<ul style="list-style-type: none"> Agency staff and the general public are aware of and use USAID data assets to generate new insight in support of international development. USAID data is regarded by internal and external stakeholders as being of high quality, easily accessible, and timely. Users are aware of and trained in how to use and maintain internal data repositories (e.g., Development Information Solution) and external repositories (e.g., Development Data Library)
	Objective T3.2 Enable seamless access to quality data in support of data-driven decisions.	<ul style="list-style-type: none"> Strategy T3.2.1 Regularly test access and validate data integrity. Strategy T3.2.2 Integrate various data sources to support data needs and decisions. Strategy T3.2.3 Continue developing single sign-on (SSO) capabilities for appropriate systems. 	<ul style="list-style-type: none"> Improved enterprise data quality. Improved internal and external access to USAID data and information systems. Improved internal and external awareness of USAID data assets. Users who are trained in the use and maintenance of data repositories.

Themes and Outcomes	Objectives	Strategies	Outcomes
<p>THEME 3: SECURITY AND PRIVACY Strengthen protection against increasing information technology security and privacy risks.</p> <p>End Outcome: The Agency maintains secure information technology systems and networks that protect sensitive and private information and reduce risks.</p>	Objective T4.1 Maintain and enhance information technology systems and processes by addressing cybersecurity and privacy risks.	<ul style="list-style-type: none"> • Strategy T4.1.1 The Agency conducts vulnerability assessments and penetration testing. • Strategy T4.1.2 Conduct risks assessments and decide level of acceptability. • Strategy T4.1.3 Gather feedback on access to IT solutions to enhance user experience. 	<ul style="list-style-type: none"> • Agency is postured to identify cybersecurity and privacy vulnerabilities in a timely manner. • Agency is less prone to cybersecurity and privacy threats, and risks are effectively mitigated. • Sensitive agency data, including personally identifiable information (PII), are not compromised. • Staff are trained and competent to comply with federal information security, data management, and privacy mandates. • Agency will develop and implement an IT privacy impact assessment methodology, consistent with the requirements of the E-Government Act of 2002.
	Objective T4.2 Continue to improve and implement policies and practices that adhere to and anticipate federal standards and guidelines.	<ul style="list-style-type: none"> • Strategy T4.2.1 Reinforce IT security training and communication to raise awareness and improve skills of employees and partners. • Strategy T4.2.2 Engage privacy experts to leverage best practices and lessons learned across industry and government. 	<ul style="list-style-type: none"> • Agency is postured to identify cybersecurity and privacy vulnerabilities in a timely manner. • Agency is less prone to cybersecurity and privacy threats, and risks are effectively mitigated. • Staff are trained and competent to comply with federal information security and privacy mandates.
	Objective T4.3 Make continuous improvements to protect sensitive and personally identifiable information (PII).	<ul style="list-style-type: none"> • Strategy T4.3.1 Engage with M/B/IOs to improve practices and procedures for protecting sensitive information. 	<ul style="list-style-type: none"> • Risk of unauthorized access to data and information systems is mitigated. • USAID has a core group of data scientists and/or experts to help prevent the release (or generation of) sensitive data in the public sphere. • Leaders can manage resources to maximize effective and efficient use. • IT staff monitor and improve user access to information systems. • Users are aware of and trained in how to use and maintain data repositories.

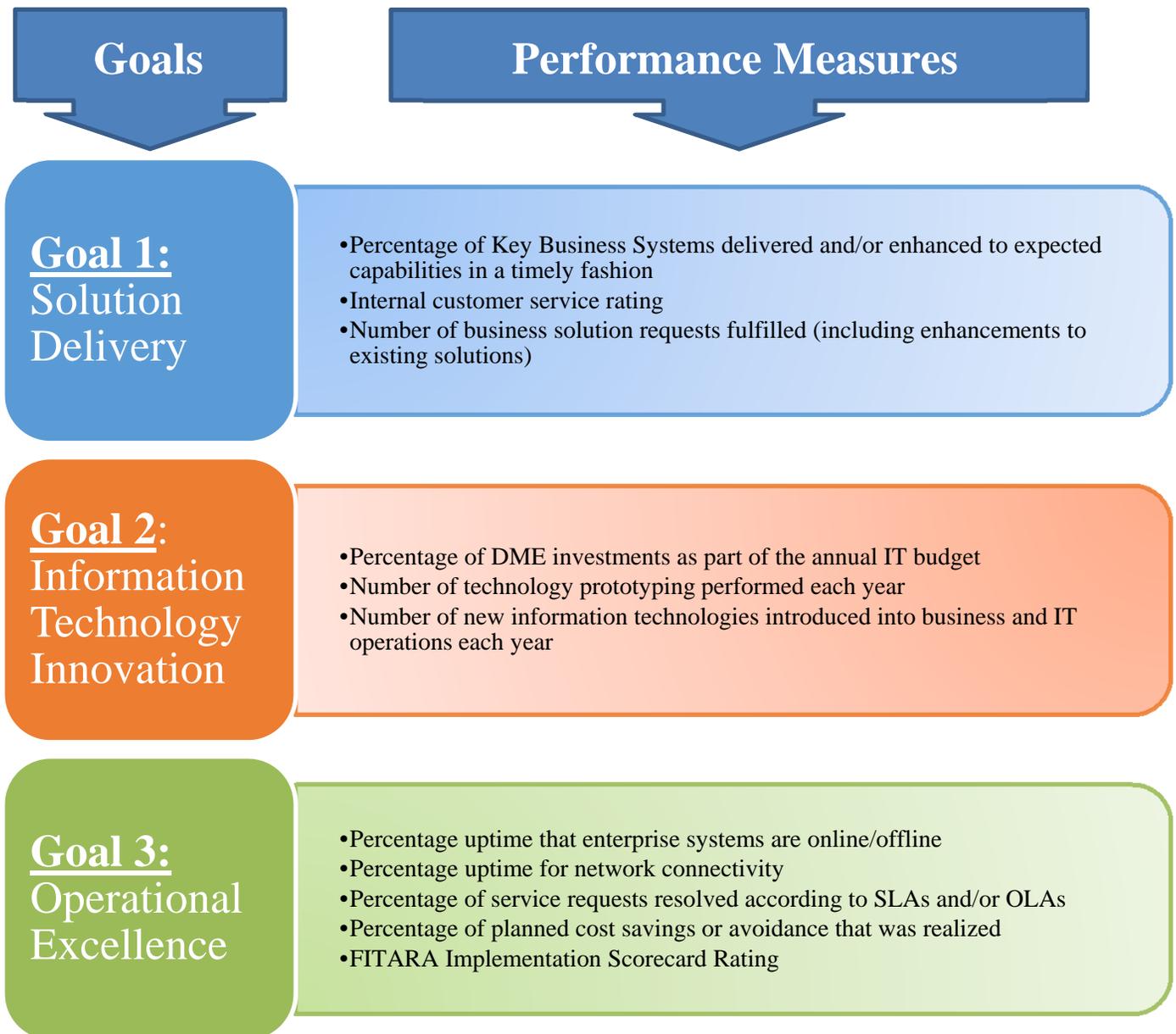
Themes and Outcomes	Objectives	Strategies	Interim Outcomes
<p>THEME 4: WORKFORCE DEVELOPMENT Attract, retain, and develop talented and creative information technology staff who meet Agency needs.</p> <p>End Outcome: The information technology workforces is engaged, talented, creative and are enabled to meet Agency needs.</p>	Objective T2.1 Become an information technology thought leader and advisor to stakeholders.	<ul style="list-style-type: none"> • Strategy T2.1.1 Hire core skill sets for IT workforce, such as information software, cyber security, business analysis, customer service, data science, data curation, and systems engineering. • Strategy T2.1.2 Communicate the vision for IT Solution and Development Data Delivery. 	<ul style="list-style-type: none"> • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Agency workforce are at the forefront of employing IT capabilities and proven within the U.S. government.
	Objective T2.2 Attract and retain creative and talented staff to meet the needs of the Agency of the future.	<ul style="list-style-type: none"> • Strategy T2.2.1 Allocate resources to train and develop employees in M/CIO. • Strategies T2.2.2 Publically recognize and reward employees for exhibiting IT Guiding Principles. 	<ul style="list-style-type: none"> • Agency fosters a positive working environment where employees are highly skilled and engaged. • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Personnel are empowered in achieving project goals.
	Objective T2.3 Establish ongoing	<ul style="list-style-type: none"> • Strategy T2.3.1 Develop mechanism(s) for continuous 	<ul style="list-style-type: none"> • Agency fosters a positive working environment where employees are highly

	learning opportunities and management practices to support the Agency of the future.	learning and knowledge harvesting around IT.	skilled and engaged. <ul style="list-style-type: none"> • Employees are empowered to think outside of the box and have opportunities to employ innovation. • Agency workforce are at the forefront of employing IT capabilities within the U.S. government.
	Objective T2.4 Improve information technology employee satisfaction.	<ul style="list-style-type: none"> • Strategy T2.4.1 Reinforce a positive work environment. 	<ul style="list-style-type: none"> • Agency fosters a positive working environment where employees are highly skilled and engaged. • Employees are empowered to think outside of the box and have opportunities to employ innovation.

Appendix C Performance Measures

Measures are a key component of this plan as they will indicate the progress USAID is making within the realm of IT. Measuring performance is a long-term, dynamic effort that focuses on the future. Performance measures highlight a direct path between the present state and a vision of the future. The design of measuring performance is to ensure that government services meet the needs of the people they serve while maintaining a focus on quality and the benefits those services provide to the United States.

Performance measures assigned to each strategic goal demonstrate our willingness to effectively assess our progress towards our end outcomes. These measures will challenge us as an organization to stretch more than we have done in the past while adhering to our core values that are central to our mission. Highlighted below are the IT-related performance measures on which USAID will focus for the next five years.



Themes

Performance Measures

Theme 1: Customer Experience

- User satisfaction rating with current system delivery and new technology rollouts
- Average cycle time needed to answer requests
- Percentage of service requests resolved according to SLAs and/or OLAs
- Percentage of users using new technology and/or functionality [one year after rollout]

Theme 2: Information Management

- Number of data sets published and average time to publish
- Percentage of reports added to the enterprise portal using multiple data sources
- Percentage of enterprise info systems providing role-based access controls that meet Agency targets

Theme 3: Security and Privacy

- FISMA rating compliance
- Percentage compliance on PIV accreditation
- Percentage of inventoried systems with a valid Privacy Threat Assessment (PTA) and valid Personally Identifiable Information (PII) assessment
- Percentage of identified security weaknesses which were resolved within the proscribed timeframe

Theme 4: Workforce Development

- Rate of employee retention
- Federal Employee Viewpoint Survey (FEVS) rating and engagement score
- Percentage of IT employees who take advantage of ongoing learning and new career development opportunities
- Percentage of new hires meeting IT-related skill demands

Appendix D Legislation and Mandates

Federal Laws:

- [The Clinger-Cohen Act \(CCA\)](#) of 1996 (P.L. 104-106, Division E) is a part of the FY1996 National Defense Authorization Act (NDAA) and was formerly known as the Information Technology Management Reform Act (ITMRA) of 1996. The CCA is designed to improve the way the federal government acquires, uses and disposes of information technology.
- [The Digital Accountability and Transparency Act \(DATA\)](#) of 2014 (P.L. 113-101) is a law that aims to make information on federal expenditures more easily accessible and transparent. The law requires the U.S. Department of the Treasury to establish common standards for financial data provided by all government agencies and expand the amount of data that agencies must provide to the government website, USASpending.gov. The law is to improve the ability of Americans to track and understand how the government is spending their tax dollars.
- [The Electronic Government \(e-Gov\) Act](#) of 2002 (P.L. 107-347) was created to improve the management and promotion of electronic government services and processes by establishing a Federal CIO within OMB as well as a framework to improve citizen access to government information.
- [The Federal Information Security Management Act \(FISMA\)](#) of 2002 (P.L. 107-347) was signed into law as a statute within the Electronic Government (e-Gov) Act of 2002. FISMA is a comprehensive framework that defines specific measures to mitigate cybersecurity risks. The act requires each federal agency to develop, document, and implement an agency-wide program to provide information security for the information and information systems that support the operations and assets of the agency, including those provided or managed by other agency, contractor, or other source. FISMA assigns specific responsibilities to agencies, the National Institute of Standards and Technology (NIST) and the Office of Management and Budget (OMB) in order to strengthen information security systems.
- [The Federal Information Technology Acquisition Reform Act \(FITARA\)](#) for fiscal year 2015 (P.L. 113-291) gives chief information officers (CIOs) greater authority over IT investments. FITARA requires the heads of the following agencies to ensure that their respective chief information officers (CIOs) have a significant role in IT decisions, including annual and multi-year planning, programming, budgeting, execution, reporting, management, governance, and oversight functions:
- [The Government Performance and Results Act \(GPRA\)](#) of 1993 (P.L. 103-62) is a series of laws designed to improve government performance. GPRA requires agencies to set goals, measure results, and report their progress. In order to comply with GPRA, agencies create strategic plans, performance plans, and conduct gap analyses of projects.
- [The GPRA Modernization Act \(GPRAMA\)](#) of 2010 (P.L. 111-352) requires agencies to publish their strategic and performance plans and reports in machine-readable formats. GPRAMA also provides enhanced performance planning, management, and reporting tools that can help inform congressional and executive branch decision making to address significant challenges facing our nation. If effectively implemented, GPRAMA is designed improve information sharing and coordination among federal agencies while helping address issues that hinder the government's ability to address fragmentation, overlap, and duplication.
- [The Paperwork Reduction Act \(PRA\)](#) of 1980 (P.L. 96-511), amended by the Paperwork Reduction Act of 1995[44 U.S.C. Chapter 35]), is designed to reduce the total amount of paperwork burden the federal government imposes on private businesses and citizens. OMB review considerations range from policy issues to statistical design and methodology.
- [The Privacy Act](#) of 1974 (P.L. 93-579) establishes a Code of Fair Information Practice that governs the collection, maintenance, use, and dissemination of personally identifiable information about individuals that is maintained in systems of records by federal agencies. The Privacy Act requires that agencies give the public notice of their systems of records by publication in the Federal Register. The Privacy Act

prohibits the disclosure of information from a system of records absent the written consent of the subject individual, unless the disclosure is pursuant to one of twelve statutory exceptions.

Guidance:

- [The 25 Point Implementation Plan to Reform Federal Information Technology Management](#) (also referred to as the 25 Point IT Reform Plan), issued on Dec. 9, 2010, outlines 25 areas Federal Agencies need to address in producing greater return for the government’s investment in IT.
- The National Institute of Standards and Technology (NIST) is responsible for developing standards and guidelines, including minimum requirements, for providing adequate information security for all agency operations and assets; but such standards and guidelines shall not apply to national security systems. For example, NIST issued guidelines for Cloud Computing: [The Definition of Cloud Computing](#) (NIST SP 800-145) and [NIST Cloud Computing Reference Architecture \(NIST SP 500-292\)](#).
- [OMB Circular A-11](#), titled “Preparation, Submission, and Execution of the Budget,” provides guidance on preparing the next United States federal budget and instructions on budget execution.
 - Part 1 provides an overview of the budget process. It outlines the basic laws that regulate the budget process and the terms and concepts you need to know to understand the budget process and this Circular. (Sections 10 through 22)
 - Part 2 covers development of the President’s Budget and tells you how to prepare and submit materials required for OMB and Presidential review of agency requests and for formulation of the next budget, including development and submission of performance budgets. A significant portion of Part 2 focuses on the preparation of the Budget *Appendix* and the related database. Detailed instructions for a number of requirements not directly related to the preparation and production of the budget are accessible through electronic links that are provided in section 25. (Sections 25 through 95)
 - Part 3 discusses sequestration, budgetary supplementals and amendments, deferrals and Presidential proposals to rescind or cancel funds, and investments. (Sections 100 through 113)
 - Part 4 provides instructions on budget execution, including guidance on the apportionment and reappportionment process, a report on budget execution and budgetary resources (SF 133), and a checklist for fund control regulations. (Sections 120 through 150)
 - Part 5 covers federal credit programs, including requirements related to the preparation of budget estimates and to budget execution. (Section 185)
 - Part 6 describes requirements under the GPRA Modernization Act (GPRAMA) and the Administration’s approach to performance management including: a) requirements for agency strategic plans, annual performance plans and reports on a central website; b) Agency Priority Goals and Cross-Agency Priority Goals; c) reviews of agency performance; d) Federal Program Inventory; and e) elimination of unnecessary agency plans and reports. (Sections 200 through 290)
 - Part 7 contains supplementary materials. (Appendices A through K and the Capital Programming guide)
- [OMB Circular A-123](#), titled “Management’s Responsibility for Internal Control,” defines management’s responsibility for internal control in federal agencies.
- [OMB Circular A-130](#), titled “Management of Federal Information Resources,” is one of many Government circulars produced by the United States federal government to establish policy for executive branch departments and agencies. Circular A-130 was first issued in December 1985 to meet information resource management requirements that were included in the [PRA](#) of 1980 (P.L. 96-511).
- [OMB Memorandum M-13-13](#), titled “Open Data Policy-Managing Information as an Asset,” and its accompanying [Executive Order](#) make all new and modernized U.S. Government information resources “open and machine readable by default.” This means that it is no longer incumbent upon the public to file requests for data generated by the U.S. Government, but it is incumbent upon agencies such as USAID to proactively release data funded by the American taxpayer, insofar as doing so does not jeopardize privacy, security, and other legal considerations.
- [Openness Promotes Effectiveness in our National \(OPEN\) Government Act](#) of 2007 (P.L. 110-175) To promote accessibility, accountability, and openness in Government by strengthening section 552 of title 5, United States Code (commonly referred to as the Freedom of Information Act).

Appendix E Summary of Drivers, Enablers, and Trends in IT

In understanding the external and internal factors facing USAID both today and in the future, a high-level environmental review was explored. The findings are categorized into three main areas: drivers, enablers, and trends, which are represented below. Drivers are internal and external forces that are most likely to impact our Agency. Enablers are the required capabilities, activities, or solutions that help to support and shape the future of the Agency. The three key drivers are: Legislation and Agency Policies and Guidance; Budget and Budget Constraints; and Agency Operations. These drivers traverse relevant information technology trends that are driving critical decisions made in both the federal government and private industry.

Drivers	Enablers	Trends
Legislation and Agency Policies and Guidance	<ul style="list-style-type: none"> • OMB Mandates • National Institute of Standards and Technology (NIST) Standards • FedRAMP Certification • USAID Cloud Strategy • USAID Open Data Policy 	<ul style="list-style-type: none"> • Compliance • Cyber Security & Privacy • Open Data Virtualization
Budget and Budget Constraints	<ul style="list-style-type: none"> • Agency IT Funding Strategy 	<ul style="list-style-type: none"> • Managing More Efficiently
Agency Operations	<ul style="list-style-type: none"> • Open Government Strategy • CIO Domains (Security, Enterprise Information Management, Cloud / Infrastructure, Application Modernization, Mobility, Collaboration) • CIO Capabilities 	<ul style="list-style-type: none"> • Secure Information Management • Risk Management • Cyber Security & Privacy • Data Integrity & Data Analytics • Mobile & Cloud Computing • Modern & Service-Oriented • Enterprise Architecture • Greater flexibility in mobile application use • Interagency Collaboration for Multi-Purpose Use • Open Source and Collaborative Software • Public-Private Partnerships
	<ul style="list-style-type: none"> • Communications Strategy 	<ul style="list-style-type: none"> • Building Relationships of Trust
	<ul style="list-style-type: none"> • Workforce 	<ul style="list-style-type: none"> • Hiring Demand in Specialized Skills • Retirement Waves • Training

Appendix F Acronyms

Acronym	Definition
ADS	Automated Directives System
CCA	Clinger-Cohen Act of 1996
CDCS	Country Development Cooperation Strategy
CIO	Chief Information Officer
DATA	The Digital Accountability and Transparency Act
DG	Data Governance
DGS	Digital Government Strategy
DIS	Development Information Solution
DOS	Department of State
EA	Enterprise Architecture
ESC	Executive Steering Committee
ETR	Enterprise Transition Roadmap
FACTS	Foreign Assistance Coordination and Tracking System
FAQ	Frequently Asked Questions
FedRAMP	Federal Risk and Authorization Management Program
FIPS	Federal Information Processing Standards
FISMA	The Federal Information Security Management Act of 2002
FITARA	The Federal Information Technology Acquisition Act
GIS	Geographic Information System
GLAAS	Global Acquisition and Assistance System
GPRA	The Government Performance and Results Act
GPRMA	Government Performance and Results Modernization Act of 2010
IT	Information Technology
ITMRA	Information Technology Management Reform Act of 1996 (also known as Clinger-Cohen Act of 1996)
ITSP	Information Technology Strategy Plan
ITSS	IT Steering Subcommittee
M/B/IO	Mission, Bureau, Independent Office
M/CIO	Office of the Chief Information Officer

MOC	Management Operations Council
NIST	The National Institute of Standards and Technology
OGP	Open Government Plan
OMB	Office of Management and Budget
OU	Operating Units
PII	Personally Identifiable Information
PIV	(Federal) Personal Identity Verification
PRA	The Paperwork Reduction Act
QDDR	Quadrennial Diplomacy and Development Review
SSO	Single Sign-on
USAID	United States Agency for International Development

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