

PN - ABH-322
70327

A REVIEW OF AID'S INFORMATION PRACTICES

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1988

This report was prepared for
The U.S. Agency for International Development
Contract No. PDC-0000-I-00-6135-00
Work Order 33

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Executive Summary

The information systems of the U.S. Agency for International Development are ineffective and inefficient. While costly, they are not providing needed information to users on a timely basis. These conclusions emerge from a review of AID reports and personal interviews with information users that focused on two critical information areas: automatic data processing and evaluation.

While AID is largely an information collection and processing operation, information systems are not satisfactory because senior officials have not been sufficiently involved to provide the necessary leadership and direction in developing them. The result has been:

- a. the development and management of information activities by data processing specialists as opposed to information users;
- b. redundancies and gaps in information activities;
- c. a failure to ask the important "overview" questions complemented by a failure to design information activities that respond to those questions.

Meaningful improvements will not occur until senior management, in recognition of the cost and importance of information collection and processing activities to the Agency, take back control over the development and management of information activities. To facilitate this happening, we recommend:

1. The establishment of a strategic planning unit, answerable only to the Administrator, with the sole responsibility to define and address the "overview" programmatic and management questions facing the Agency; this unit should have a strategic forward-looking focus: that is, it should ask how programs and management can be improved upon in a rapidly changing world;
2. The establishment of an information committee comprised of senior AID officials that represent the Agency's primary information users; this committee should painstakingly review the cost-effectiveness of all information activities as compared with users' needs; as a result of this review, a willingness to make tough bureaucratic decisions, and new information technologies, the committee should be able to increase user satisfaction and still reduce existing systems and costs by at least one-third.

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Introduction

The U.S. Agency for International Development (AID) has been providing economic, humanitarian and security assistance to Third World nations for 25 years. How much do we know about the strengths and weaknesses of the various development initiatives that have been attempted? How well are the taxpayers' funds being administered? Does the Agency have appropriate internal mechanisms to reasonably assess its programs and management?

It is useful and accurate to view the Agency as a large, multiple-purpose information processing operation. Given this characterization, effectiveness questions can be reduced to determining how well the Agency's information systems have served its purposes.

With the time and budget limitations of this study, it will not be possible to provide a detailed answer to this question. However, it is quite apparent that in the most fundamental ways, AID's information systems have not served it well. The problem can best be phrased as a question: why, after all the money and time that has been spent on automating information systems and on evaluations, is AID unable to provide information to a variety of clients on a timely basis, or to provide evaluations that span the Agency's projects, programs, ideological concerns and administrative responsibilities? This report begins to answer this question by looking at how data are defined, collected and reported and suggests reforms which would result in more effective information practices.

AID has a large evaluation budget and an even larger budget for automated data processing of information, but the organization has not attempted to address, in a comprehensive fashion, questions of institutional structure, management or program effectiveness. As a result, a number of basic administrative issues are ignored. For example, what are the costs and benefits of maintaining the present overseas mission structure? What alternatives are available? What does it actually cost to provide development assistance in the present organizational setting? Why does it cost \$4 in operating expenses for every \$1 of economic aid given to Burkino Faso? Or at a basic administrative level: How much does AID spend on information systems - computers, software, processing and maintenance?

Before starting our review, it is worth noting that AID operates in a highly political arena with a legislative mandate that means different things to the Executive and Legislative branches of the Federal Government. To satisfy its various masters, AID has had to generate different types of reports that on occasion appear somewhat contradictory. While this partially explains our findings, it does not excuse shortcomings in the Agency's information systems.

Summary Problem Statement

There are two fundamental problems with AID's information practices. First, the leadership of the Agency has not been asking the right questions in the sense of what taxpayers would like any government agency to be regularly asking of itself:

1. Are Agency programs having the intended impact?
2. What can we learn from past efforts?

3. Are current programs being provided in the most cost-effective manner?

This failure at the top leads directly to the second problem. Various groups have taken it upon themselves to design and procure their own automated data processing systems with the following consequences:

- a) at a time of overall budget cutbacks, the Agency is now spending about \$5000 per employee annually in Washington alone on computer hardware, software and supporting services;
- b) the Agency is managing more than 50 separate automated systems in Washington, not to mention the innumerable programs maintained by the 70 USAIDs overseas;
- c) there are numerous and serious information inadequacies, redundancies and incompatibilities.

Evaluation Activities

In the evaluation area, the Agency has avoided addressing fundamental development issues concerning the impact of the program. Instead, evaluation efforts have focused on less important matters, and, to be fair, issues that are easier to define and measure. Most of the evaluation budget is spent on project assessments. Unfortunately, there is no satisfactory way to develop a synthesis of the project evaluations to address major developmental questions or to do any sensible long-term strategic planning.

Congress enacted new foreign assistance legislation in 1973 that required the Agency to change directions and focus efforts on helping the least well-off populations in developing nations. When Peter McPherson became the Administrator, the focus turned to "policy dialogue" with recipient nations, institutional development, privatization and technology transfer (the so-called "four pillars"); the more recent Administrator, Alan Woods, has emphasized accelerating the rate of economic growth. It is now

15 years after the "new directions" thrust, and it is not clear that the Agency can document its strengths and weaknesses; it is eight years after some of the "four pillars" were announced as Agency policy, and the same can be said.

Because of the significant resources committed to these programs, it would seem reasonable to engage in on-going efforts to assess these changing initiatives. However, a review of AID's past evaluation work shows there have been no systematic attempts to assess the strengths and weaknesses of the major policy thrusts, either before, during, or after their periods of dominance. Instead, it appears the Agency moves from one policy objective to another without looking back. With few exceptions, it has not attempted to identify the lessons that could have been obtained from serious reflection on past successes and failures.¹

Some policymakers and senior managers have argued that major policy thrusts are too vague and all-encompassing to allow for any form of evaluation. Such arguments lack merit. It is the job of policymakers to ask the important policy questions such as what effect the "new directions" programs had in developing nations; it is the job of policy scientists in the regional and technical bureaus of AID to develop evaluation methodologies to address these questions. Instead, what often happens in Federal bureaucracies, as has been the case at AID, less important topics that are easier to be definitive about have been the focus of attention.²

1 For an example of an evaluation that focused on top-level policy concerns in an earlier era, see: PPC/Evaluation Staff, "The Use of Program Loans to Influence Policy," Evaluation Paper 1A, March 1970.

2 For a discussion of this phenomenon, see Judith V. May and Aaron B. Wildavsky (eds.), The Policy Cycle, Beverly Hills: Sage Publications, 1978.

Interestingly, AID, in early as 1981, indicated the need to address the larger policy issues. In the 1981 evaluation plan presented to Congress the following statement was made:

AID's evaluation efforts today concentrate on project level performance. While AID evaluation can, in principle, be used to undertake program and policy performance evaluations, such efforts have too infrequently been undertaken... While a good deal of information is available on project implementation performance, and the store of information on project impact is growing, this information is considered inadequate to properly guide AID's programming, budgeting and policy formulation decisions at more macro levels. Project level is necessary, but not sufficient for these purposes.³

Beneath policy goals in the general hierarchy of Agency objective are:

- a) sector objectives, such as road construction, irrigation, health or agriculture activities tried in numerous countries; and
- b) country program objectives.

At this level, some evaluation work has been undertaken. As an example, regional bureaus have done historical assessments of their country programs.⁴ And certain sectoral programs have been the subject of cross-country evaluations undertaken in the evaluation series on impact.⁵

However, country and sectoral evaluations are infrequently undertaken: they are difficult to conceptualize, time-consuming, and expensive. The vast

3 U.S. Agency for International Development, 1981 Congressional Presentation, vol. II-3.

4 See, for example, the recent assessment by Robert J. Muscat who reviewed the last 36 years of AID's activities in Thailand. This study was originally sponsored by DAA/M, Ais Kivimae, as part of a series of assessments of mission management and program impact. The objective of the study was to analyze the impact of the U.S. foreign aid program in Thailand and to add insights into the complex dynamics that lead to economic development. It is currently being reviewed, but it is anticipated that it will be published 1989.

5 See Richard N. Blue, "Achieving Sustainable Development Impact: A Review of the Evidence from A.I.D.'s Impact Evaluations," AID, Office of Evaluation, April 1982.

bulk of AID's evaluation efforts have been centered on projects. In fact, staff in the Center for Development Information and Evaluation (CDIE) estimate that 85 percent of all evaluations are project specific.⁶ The critical question is whether this heavy emphasis on project evaluations yields the kind of information Agency managers need to make sensible decisions about funding priorities, development objectives and management. Certainly external clients, such as Congress, need broader-based evaluations to determine whether the Agency is in compliance with legislated mandates.

Before turning to that issue, we attempted to obtain accurate historical data on how much the Agency spends on evaluation activities both in AID/Washington and the missions. Those data are collected or reported in such a way that basic cost questions cannot be easily answered.

These are some of the questions we asked and could not find answers to either from CDIE or official financial reports:

1. How much does AID spend annually on evaluation and what are the trends?
2. What portion of Agency evaluations are financed from the operating budget and what portion comes from program activities?
3. How many evaluation contractors are there? How much do they cost and what do they do?
4. How many U.S. direct hire employees work on evaluations?⁷
5. What percentage of the evaluation budget is spent on project, sector, or program evaluations, and what percentage is spent on monitoring activities?

Estimates provided for fiscal year 1988 suggest the missions are spending around \$6 million on evaluation, CDIE \$1.04 million on evaluation

6 Anonymous interviews with CDIE staff, October 1988.

7 According to the latest staffing pattern, there are 20 evaluation officers in AID/Washington and one in the missions (Egypt). But this is an incomplete picture: a number of direct hire employees spend some of their time on evaluation activities. However incomplete, compare this number to the 247 employees classified as program designers.

studies and various central bureaus another \$3.12 million for a total of \$10.16 million on evaluation activities throughout the Agency. This figure does not include a major contract for maintaining an automated data base in Washington for all evaluation reports or a large number of contractor evaluation specialists who work with CDIE.⁸ Even using these incomplete figures, it appears AID is spending less than two-tenths of one percent of the \$6.5 billion 1988 fiscal year appropriation on evaluations.

Several studies have attempted to determine whether the Agency's evaluations can be used to measure its program and administrative efficiency. One of these⁹ reviewed AID evaluations to see if it was possible to use them to:

- a) determine how and why projects succeeded or failed; and
- b) help formulate policy.

The evaluations failed on both counts. Agency evaluations, whether project, sector, or country are not structured for comparison. They differ in terms of their objectives, coverage, format, organizational structure and skills of the evaluation team members. They use completely different methodologies. Some use unstructured, intensive interviews to gather data; others use formal questionnaires; yet others attempt to measure change against "base-line" data. They even disagree about what data should be collected. Some try to measure projects in terms of their ability to meet their stated objectives, however unclear, ambiguous or unrealistic they might have been. Others measure the project against general policy goals such as increasing

⁸ CDIE/PPE; PPC/ABS; FM financial reports.

⁹ Victoria A. Morss, "Characteristics of Effective Projects: An Examination of Evaluation Findings," October 1982, Prepared for the Office of Evaluation, AID.

income or reducing infant mortality. Others concentrate on monitoring and auditing to determine whether monies and inputs are being properly used and scheduled events occur when they were planned. And successive evaluations of the same project are rarely done by the same team or use the same methodology.

There has been a wide variation in the skills possessed by evaluation team members. It is not unusual for a project evaluation team to be composed of several employees who know nothing about evaluation methodologies, who are unfamiliar with the country environment and have little or no professional training or experience in the main activities of the project. Teams composed of different members, using different methodologies, assessing projects in different countries produce evaluations that the Agency has attempted to synthesize later into "crosscut" analyses of sector activities, such as rural roads. How much credence should be given to an evaluation exercise of this sort when there is no commonality amongst the evaluations, no objective criteria of measurement, however interesting the interpretations might be?

Another report reviewed how the various AID/Washington bureaus went about collecting and reporting data on the performance and impact of their programs. They commented: "there has been of late an increased internal demand for objective information on impact and performance, particularly at the program level."¹⁰ The trend began in the Latin American Bureau which initiated a variety of data reporting requirements based on the philosophy

¹⁰ Management Systems International, "Current Practice and Immediate Needs for Collection and Presentation of Performance and Impact Data," Submitted to PPC/CDIE/PPE, Agency for International Development, April 1988, p.3

of management by objectives in an attempt to classify and standardize program performance and allocate resources. Other Washington bureaus followed their example.

Implicit in this strategy is the increased use of objective measures of effectiveness and impact (rather than measures of need or overall country trends) as a basis for resource allocation thereby encouraging standardization of indicators and rewarding those countries, sectors and programs that can reasonably document their efforts.¹¹

In short, some of the newest evaluation models are stressing uniform reporting requirements on country trends and trying to standardize indicators against which program performance can be measured. If this type of model is strictly enforced, the results would be counter-productive, according to the report. We concur: the approach requires that a set of preconceived issues be used to assess all aspects of the Agency's program, even when they may have no relationship to the activity, and it makes assumptions about causality that may or may not be warranted. In fact, it is not clear that the Agency has or should identify what standard, objective measures should be used to measure activities. An audit of AID's ability to identify and solve project implementation problems concluded:

Missions were not always utilizing objectively verifiable indicators to measure progress against plans, detect problems or slippage, ensure that project purposes were being achieved or demonstrate project impact on the targeted group or area.¹²

In summary, there has never been a rigorous analysis of AID policies, programs or administration. But there is a vast data base of information on

11 Ibid., p. 4.

12 "Audit of A.I.D.'s Management System for Identifying and Solving Project Implementation Problems," Audit Report No. 9-000-88-008, June 17, 1988.

all aspects of Agency activities that has consumed a great deal of time and expense to compile. The evaluations, however, are not yielding information that is useful for policymakers. Project evaluations cannot be effectively synthesized ex post to derive conclusions about sector activities or country programs, much less to draw conclusions relating to the Agency's overall policy directives. And it is a mistake to try to glean insights from an evaluative data base in which the very nature of the methodology and coverage preclude such conclusions.

The current corporate strategy for collecting, analyzing and evaluating information appears to be just the opposite of what it should be: instead of focusing on attaining policy objectives, accountability for cost-effective implementation of congressionally mandated programs and sound administrative procedures, the emphasis has been on much narrower questions that are relatively easy to document but provide little overall guidance for Agency activities. The result has been the generation of a large number of evaluations and procedural assessments that few people read, that provide vast amounts of data that don't respond to questions being asked by project managers, senior Agency policymakers or external groups concerned about program impact and accountability of appropriated funds.

Development and Use of Automated Information Systems

The Agency has a variety of automated data processing systems. Efforts to automate information began in the late 1970s. Without going into a detailed history which is well documented by the Office of Information

Resources Management (IRM)¹³ and their critics¹⁴ their efforts mirrored numerous public and private organizations where progress was fraught with technical, managerial and conceptual problems. According to a recent report, the Agency has followed a staged approach to expanding information automation moving from stand-alone Wang word processing systems to sophisticated stand-alone computer capability for every "qualified" employee. This is how the development of automated data processing for the Washington offices is described by IRM:

We have followed a staged approach, with stand-alone word processing systems...being replaced by office information systems with multiterminal word processing capability. All terminals acquired since 1984 are microcomputers with stand-alone data processing capability, primarily electronic spreadsheet and data base management software. These terminals are linked to office-wide word processing systems, which also permit authorized users to access the Agency's mainframe data processing system.¹⁵

In fact, it is doubtful if anyone is sure how many automated data systems exist in AID/Washington or in the missions. According to a recent

13 IRM is responsible for the planning and management of all information resources in AID/Washington and the missions. This includes establishing and enforcing programs and standards, purchasing hardware, designing information and telecommunications systems, providing user support and administering Federally mandated information collection and reporting regulations.

As of August 31, 1988, IRM had 89 U.S. direct hire positions. Sixty-five of these were classified at a professional rank of GS 13 or higher; put another way, 73 percent of the staff were technicians such as computer specialists, analysts and programmers. In addition, the office has three contractors who employ 145 computer experts to provide advice and services for Agency computer systems, programs and routine maintenance, giving a total of 234 computer or data management specialists available in Washington to work on ADP systems. AID Handbook 17, p. 18J.1, May 19, 1987; IRM Directory of Employees; AID Staffing Pattern.

14 See below p. 14

15 Information Memorandum for the Administrator, "Office Automation Plan for A.I.D.", AA/M, R. T. Rollis, Jr., May 18, 1988.

report prepared in the Budget Office of the Bureau for Planning and Policy there are at least 50 data systems on the mainframe and innumerable applications for other automated information systems. As will be discussed later, it is impossible to determine the exact status of computer systems in the 70-odd AID missions overseas.¹⁶

The Agency began to purchase computers, software, programming and other services about ten years ago. Today it is estimated that half the employees in AID/Washington have a "work station," or the ability to use some automated word processing system. Some offices, such as the Office of Financial Management, also have personal computers for each professional. And the current plan is to provide every professional employee with "desktop access to word and data processing equipment and the ability to communicate and share documents with each other" within the next several years.¹⁷

As mentioned earlier, it is not clear what the status of information automation is in the missions overseas. There is no complete inventory of equipment, nor is there any accurate record of the costs of purchasing hardware, software or maintaining systems. The Agency is unable to give a precise accounting of mission automation data processing costs for several reasons:

1. Mission budgets for operating expenses have a number of ill-defined categories against which hardware and software purchases are charged as are all automated data services including programming, maintenance, etc.;

¹⁶ See Appendix A for a list of computer systems in AID/Washington prepared by Frank Kenefick, Budget Office/PPC.

¹⁷ Draft Report "Upgrading Office Automation at the Agency for International Development, n.d. (September 1988) Prepared in the Office of the Executive Secretary.

2. There is no consistency amongst missions where costs for computers, software and related automation services are placed in the operating expense budget;
3. Program funds are used to purchase automated data processing equipment for mission use; in essence, missions have supplemented tight operating expense budgets by purchasing computers and computer support with project funds; these costs appear in the project budget and never show up on the office inventory.

The record is more accurate for inventory and costs of automation in AID/Washington since most information gathering and processing responsibilities are for administrative purposes and are, therefore, funded by the operating budget managed by IRM. Appendix B provides an inventory of automated data processing equipment purchased with operating expense funds for AID/Washington and the missions as best as can be determined.

As can be seen from Table 1, the Agency is spending around \$10 million a year, excluding the salaries of government employees, for automated data and word processing systems in Washington alone. Assuming there are

Table 1. - IRM Budget, FY 1984-1988 (in millions)

<u>Category</u>	<u>1984</u> <u>(Actual)</u>	<u>1985</u> <u>(Actual)</u>	<u>1986</u> <u>(Actual)</u>	<u>1987</u> <u>(Actual)</u>	<u>1988</u> <u>(Est)</u>
Systems Analysis Serv.	1,129.8	953.1	1,588.0	1,632.9	1,611.7
Systems Maint. Serv.	998.8	1,829.3	703.4	2,677.9	3,463.6
Tech. Support Serv	1,220.0	2,180.5	257.5	1,077.6	1,119.5
Operations Serv.	965.9	988.2	1,129.8	417.5	1,015.2
Other Contract Serv.	23.3	21.0	39.1	30.7	13.4
Commercial Time Sharing	32.1	64.0	97.7	103.1	128.4
Central Equip. Lease/Maint	715.5	1,037.8	652.3	621.3	805.1
User Resources Lease/Maint	1,009.9	972.9	977.3	1,051.3	1,123.3
Central Equip. Purchases	141.3	2,040.0	1,893.3	2,711.2	140.1
User Resources Purchases	1,112.9	942.2	2,007.1	2,294.3	963.9
Supplies & Materials	144.5	145.3	153.8	134.6	137.7
<u>Telecommunications Serv.</u>	<u>196.2</u>	<u>294.4</u>	<u>208.3</u>	<u>380.3</u>	<u>248.9</u>
Total ADP/WP Costs	7,690.2	11,468.7	9,707.6	13,132.7	10,770.8

Source: Data prepared upon request by the Office of Financial Management, September 16, 1988.

approximately 2,000 federal employees in Washington this amounts to \$5,000 per employee per year.

What are the results of this investment? According to this limited survey of some of the key users of automated data in the Office of Financial Management, the Office of Personnel Management and the Budget Office, the quality of data and programming and servicing of systems is unsatisfactory.

The largest single line item in the IRM budget is systems maintenance. For the first nine months of fiscal year 1988, IRM spent \$2.6 million worldwide for maintenance of ADP systems which involved 85,968 contracted work hours. Maintenance costs are broken down by the system maintained. The most recent costs are presented in Table 2.

Table 2. - Costs of Servicing AID's ADP Systems Worldwide

<u>System</u>	Maintenance Cost	Contractor
<u>AID/Washington</u>	<u>(\$000)</u>	<u>Work Hours</u>
Payroll	101	3,790
FACS	1,338	39,228
Other FM systems	186	6,939
RAMPS (personnel)	71	2,219
Office automation	80	2,800
Other AID/W systems	400	15,259
Administrative support	51	1,467
<u>Missions</u>		
MACS	177	7,525
Other mission systems	174	6,741
<u>Total maintenance</u>	<u>2,578</u>	<u>85,968</u>

Source: IRM

As can be seen, other than FACS the largest budget category is for something called "Other AID/W systems". IRM has refused to provide

information on what ADP systems are serviced and why the costs are so high. That information is available according to interviews with office staff.¹⁸

Complaints about ADP service are perhaps best illustrated in a brief summary of the development of the Mission Accounting and Control System (MACS), for it was typical of how the Agency approached the automation of information.

MACs was designed in 1979 to be a state-of-the-art, on-line accounting and management system to provide information about all AID overseas missions. It was the first automated data processing effort that attempted to involve the skills and knowledge of the primary users - mission controllers and the Office of Financial Management. They provided experienced staff to work with the computer systems and data management experts on the development of an automated accounting system.

Leadership of the project was jointly shared by two groups which had very different skills, bureaucratic agendas and incentive structures. One was a rather conservative, risk aversion group of civil servant, data information managers in charge of developing the automated data programs for AID; the other group consisted of a cadre of foreign service officers responsible for the financial management and accounting systems of the Agency. Professionally they had little in common and bureaucratically they had rarely worked together.

The project got off to a bad start when the data management experts required rigid systems development standards that had been designed earlier

¹⁸ Note on "Maintenance Costs, M/SER/IRM, Paul Spishak to PFM/FM, Loc Eckersley, August 22, 1988; anonymous interviews with staff in FM and IRM, September 1988.

by an outside contractor be applied to this project. The accountant team members described these standards as "repetitive and probably more appropriate for documenting a space station docking procedure than an automated accounting control system."¹⁹

Communication between the primary users of the system, the accountants and the contractor (Pinkerton) hired to program the accounting system were indirect. When the contractor had questions about accounting procedures they were directed to the systems analysts in IRM who, in effect, translated them to the accountants in FM, who then responded to the systems analysts who then communicated their responses to the contractors. It soon became apparent this method of communication was an obstacle to sound program specifications.

Team building and a shared concern for project success were also hampered by physical isolation among the members. The two AID offices were located on different floors of a building separated by security guards and locked facilities. The contractor was located in a third area of the building.

But the issue that was most frustrating to the financial managers and the one that has plagued the smooth development of subsequent automated data programs throughout the Agency concerns the question of control or ownership of the program.

The Office of Financial Management wanted the controllers in the missions to participate in the development of MACs. They had motivated

¹⁹ Mark S. Matthews, "AID's Mission Accounting Control System: A Case Study," Unpublished paper submitted as a course requirement for Managing Technological Innovation at Massachusetts Institute of Technology in November 1986, p. 6.

staff who wanted to test the program, work out the bugs and make changes. To do this they needed the source code. The systems managers in AID/Washington refused to provide this code on the grounds that the system would be customized to the needs of each mission. As a result of these and other jurisdictional disputes there were lengthy delays in the design and testing of the system, considerable inefficiencies and, according to the Agency's accountants, a cost overrun of 100 percent.²⁰

To this day the data management office maintains and controls this automated accounting system; the source code has never been given to field staff so many of the long-requested changes and additions to the system have never occurred.

Cost incentives were apparently not critical to the development of this system. In the public sector funds appropriated by Congress not obligated or committed by the end of the fiscal year are returned to the Treasury. Offices with surplus funds at year-end raise questions in the eyes of senior managers about the veracity of their budget requests. The incentive is to obligate unused funds, not to conserve and worry about cost effectiveness, in contrast to private firms where investments come out of the owners' pockets.

As one person involved in the development of the MACs system commented:

I can clearly recall the look of relief on one ...[IRM] manager's face near the fiscal year end upon hearing that the Pinkerton programming contract would require a major extension. It was a perfect vehicle to absorb a large sum of money remaining in the budget, perilously close to year-end.²¹

20 Anonymous interviews held with staff in the Office of Financial Management in September 1988.

21 Matthews, op. cit., p. 10.

This approach to managing information is contrary to current thinking on how data systems should be developed and automated.²² Cost is critical to an institution as is ownership of a technology or software package. Most experts in the field contend control of information should ultimately reside with the user. Systems development offices and their staff and contractors, these experts argue, are service organizations with the responsibility of providing support to whatever client office needs to develop and maintain an automated data processing capability. When they attempt to control the system conflict is inevitable.

This is what happened during the development of the MACs system and has never been resolved: jurisdictional battles between the service organization and their clients persist in AID. Some of them verge on the ludicrous. For example, in early September this year a manager in IRM directed staff analysts to notify their clients who used programs on the mainframe that it would be closed on certain Saturdays and all Sundays through January 1989 for development and testing. Computer processing would have to be scheduled around those dates. It is hard to imagine this service organization could be oblivious that their largest client, the Office of Financial Management, had to produce federally regulated accounting reports by the end of the fiscal year and required daily access to the mainframe through October 1988, and that lack of access would be a serious impediment to timely reporting.²³

Data collection and use are expensive activities. The absence of senior AID officials' continuing involvement in determining precisely what

22 Elliott R. Morss and Robert R. Rich, Government Information Management, Westview Press, Boulder, Colo. 1980.

23 Memorandum, Bob Kolich to IRM Division Chiefs, "Closing of A.I.D.'s IBM Computer Facility," n.d (September 1988).

data were needed, how they should be collected and used have lead to today's problems that include dissatisfaction with management and administrative information practices, lack of communication between the computer experts and the users in developing programs, poor service and inadequate data.²⁴ In the absence of senior leadership, frustrated employees responsible for reporting or tracking one aspect of the Agency's activities have taken matters into their own hands. The result has been the proliferation of data bases, unnecessary duplication of information,²⁵ information gaps, serious inconsistencies in reporting, considerable acrimony between the unit responsible for information management and their clients and endless reviews of what is wrong with information practices.

Over the years, the bureaucracy has made numerous studies of automated information needs; the conclusions of these studies have not changed significantly. To cite just one example from a survey of users done in 1982, it concluded that:

24 IRM keeps a record of requests for servicing ADP systems in AID/Washington. While service is often slow, a more critical problem is the quality of the service. Complaints from clients are frequent; one of the most common concerns the process used to make and check software changes. To quote one disgruntled client: "the [data] samples provided no means of verifying the results. Each report appeared to be run from different data, and the base data was never identified." The user could not recognize the data or verify the accuracy of the reports. Memorandum "Verification Meeting of September 6, 1988," FM/CAD, John Richter to PFM/FM/ASD, Don Roads, September 13, 1988; IRM "Outstanding Task Orders and Work Orders," September 15, 1988.

25 While there are myriad examples of redundant data bases, the recent effort to create a financial data base in the Latin America bureau (LAC/MIS) has caused consternation in the missions. One mission commented, "LAC/MIS constitutes a duplication of time and effort which becomes a severe imposition on staff that already has a very heavy workload. We also share the question about the actual use that the LAC/MIS financial data will have...." Cable, USAID Quito to AID/Washington, July 28, 1988.

- a) data were unreliable and reports were not available when needed;
- b) employees were unaware of the various available data bases so many requests for information were redundant;
- c) existing data bases were overlapping and duplicative and needed to be consolidated; and
- d) there was no Agency control of data management.²⁶

Agency-Wide Problems

As part of this study, we interviewed a number of AID information users. Their dissatisfactions paralleled the case study findings:

1. The Office of Information Management does not have a sound plan for making decisions about the purchase and allocation of hardware or the configuration of software programs. Many decisions are political and, as one senior IRM staff member said, "based on the clout and pull of the person requesting the equipment and assistance."²⁷
2. U.S. direct hire staff in IRM are not, with few exceptions, technically qualified to manage a sophisticated ADP system for the Agency. As a consequence they rely on contractors, and these people are not managed adequately. Furthermore, IRM insists on being a filter between the contractor and the AID client so the product is often delayed and not satisfactory to the user.
3. Because of the dissatisfaction with IRM, other groups have found ways to obtain information systems without IRM approval. In short, there is no central unit that controls data definition or collection; different organizational units define and collect data according to their reporting requirements.²⁸
4. There are ambiguities, redundancies and contradictions in reporting requirements and procedures for reporting; some of these problems are externally generated - Congress wants data in one way, Treasury

²⁶ Action Memorandum for the Administrator from M/SER/DM Paul Spishak, November 22, 1982.

²⁷ Several IRM clients mentioned they had submitted requests for ADP equipment and never got any response. Then suddenly, at the end of the fiscal year, they would be told a certain amount of hardware would be delivered to their office. This equipment did not necessarily reflect the initial request. Because of the unsystematic process of purchasing and allocating hardware, the delivered goods would sit around in boxes for months; the office responsible for installation had never been advised to order cables or given a delivery date for installation. Anonymous interviews, staff in Office of Personnel Management and IRM, September 1988.

²⁸ The Agency has never established a data dictionary.

another and OMB yet another; but most of them are the result of requirements generated by the Agency because no unit is responsible for the accuracy, collection and dissemination of information flows.

5. Automated systems are not compatible.²⁹
6. Data are not always accurate or complete.³⁰
7. Service in designing or maintaining automated systems in AID/Washington is poor.
8. There is insufficient quality control over the automated systems: changes are not routinely tested or documented and there are no user manuals for many systems.
9. IRM has never done a cost-benefit analysis to determine what configuration of hardware or software is most appropriate for a particular data reporting need, nor has it ever done an evaluation of a program once designed.
10. There doesn't appear to be any group responsible for using administrative data for analysis; so even when data are available, however fragmented, it is not used to answer questions such as: Are operating expense allocations based on program budgets? Do the administration costs of a mission fit some institutional norm; why does X employee travel so much?

Solutions Suggested by Others

More recently, the Agency has given a great deal of attention to reforming the concept and organizational structure of data management. A "Five-Year Strategy for Information Resources Management 1989 - 1993" prepared by a contractor recommended:

29 The classic example is the MACs system designed to report on all financial activities at the missions. These automated reports are sent in hard cover to AID/Washington where they must be entered again into the FACs system which is the system that reports to Congress, Treasury and OMB on all AID activities.

30 For Example, a recent review of selected missions in all regions concluded records of standard administrative actions such as property inventories, number and category of employees or the motor pool varied in terms of accuracy and quality from mission to mission. As a result it is difficult to compare costs for many items. DAA/M, Ain H. Kivimae, and Victoria Morss, "Report of Management Bureau Reviews of USAIDS, July 1986 - October 1987.

1. There should be "corporate" management of information systems;
2. All users of automated systems should have access to terminals and a systematic program to replace outdated hardware should be instituted;
3. All automated systems in AID/W and the missions should be connected;
4. Support services should be improved and users of automated systems should be more responsible for their information needs;
5. The Office of Information Resources Management should be reorganized to support a facility management approach, to establish a data administration unit, a telecommunications unit, and information management positions in the bureaus.³¹

Informal groups have also begun to review the policies and objectives of IRM, including one convened by the Counselor of the Agency. One participant articulated the problem the Agency faces in automating data as follows:

The basic reason behind the Agency's current lack of information sophistication is not a shortage of money, but a problem in information philosophy... what has not yet been given adequate thought or attention is the simplification and integration of present data systems and genuine administration of the data itself.... The first and most important step calls for getting data ordered and defined so there is maximum reliability and user access. To accomplish this the Agency needs to establish a Data Administration Unit.³²

In this context data administration is viewed as a management function that would control the information resources of the entire Agency by overseeing systems development, services, data standardization and the development of a single, comprehensive "corporate" data base.

31 Booz-Allen & Hamilton Inc., "Five-Year Strategy for Information Resources Management 1989 - 1993," June 1988. Booz-Allen has done two other strategic reports for IRM in 1979 and 1984. All were based on user interviews and concentrated on hardware and software problems.

32 PPC/PB, Richard Di Ciurcio to DAA/PCC, Cliff Lewis, Memorandum Correcting Information Management Problems, June 8, 1988; Interview with R. Di Ciurcio, September 1988.

Our Solutions - Back to Basics

Most large Federal bureaucracies have not paid sufficient attention to information activities. AID is no exception: its information practices have not been thoughtfully designed or well executed. An unfortunate consequence of this is that information concerning the Agency's program and administration is incomplete and often controversial. Judging from the development literature, there is a general perception that AID is not achieving many of its intended objectives. And audits from the Inspector General's Office suggest the management and administration of the program could also use some improvement. In fact, both critics and supporters of the institution are poorly informed because information activities are inadequate.

Currently, AID's information management activities are controlled by technologists. The staff are experts in automated data processing systems, but they are not knowledgeable about the Agency's information needs, nor are they trained in areas that permit them to make decisions about appropriate information collection, processing and dissemination. The result is a great deal of waste, misunderstanding and frustration between the technical staff, users of information systems within AID and outsiders such as Congressmen who need access to reliable data.

In the following section we offer some preliminary steps to improve information practices.

1. Asking the Right Questions

A necessary condition for the development of an appropriate information system for any organization is that the "right" questions are asked. By

this we mean an institution needs to determine what types of decisions it must make and then define what information is necessary in order to make those decisions. The information systems should be a derivative product of these questions and information management then becomes a matter of responding to these questions in a timely and cost-effective manner.

In AID, the "right" questions are not being asked on a regular basis, and its information systems are not designed to respond to them. Instead, Congress, new Administrators and senior managers introduce new initiatives and management practices that are not informed by any analysis of the success or failure of past initiatives. Dissatisfied with official data bases, AID staff responsible for reporting on various aspects of the program have developed their own information systems. These systems are often redundant and confusing both because the data are defined differently in different systems and because there is no overview or control exercised by senior Agency officials.

Collection, analysis and dissemination of information are expensive activities, and the costs should not exceed the value of the information. As might be expected, more data and paperwork are generated as it becomes easier and easier to do so through the proliferation of word processing equipment and the adoption of new telecommunication technologies. Although it would appear obvious that information is not free and has various costs and burdens associated with it, this is not a commonly held view. One Foreign Service Officer interviewed for this study described the general

perception in the Agency: information is a free commodity, and "it is less costly to keep track of everything than to recreate data later."³³

Our first recommendation is that a strategic planning unit responsible for information management be established in AID that is answerable directly to the Administrator. This unit would be mandated to continually ask and answer critical questions about the impact of past AID programs and analyze strategic issues concerning future directions:

1. Is AID achieving its mission in the most cost-effective manner?
2. If not, why not? should the mandate be changed? would it help if AID used its resources somewhat differently?
3. How do past development efforts provide useful guidance for AID's future initiatives?
4. Are AID's resources being managed and administered in the most cost-effective manner?
5. How should AID's mandate be changed in light of changing global circumstances?

The strategic planning unit should have a futures orientation that focused on what types of programs would be most responsive to the development needs of nations as global economic dynamics changed, and how the Agency could better fulfill upon its mandate in the future. A primary objective of this unit would be to serve as a catalyst to getting the major departments of the Agency to define the impact of their programs both on the recipients and in terms of AID's legislative mandate. Our sense from interviews is that AID staff are very concerned about the effect of the development assistance program, and frustrated about what are perceived to be inefficient management practices. They would like to participate in defining and addressing these questions; they are just not being asked to do so.

³³ Anonymous interview PPC, September 1988. For a thorough treatment of this issue, see Morss and Rich, op. cit., chapter 5.

2. Redesigning AID's Information Systems

In the past, AID has established a technical unit to develop and manage the Agency's information systems. This approach has failed: users have not been satisfied, and in their dissatisfaction, they have created sub-optimum systems to meet their information needs. If AID's information needs are to be met in a cost-effective manner, senior officials representing all AID users must be continually involved.

Our second major recommendation is that AID should establish an information committee. It should be composed of senior AID officials from the major users of information, i.e., all departments. This committee should be responsible for resolving AID's information problems. That is, it should insure that AID's information systems are capable of identifying, obtaining, evaluating, transferring and utilizing information in such a way as to operate and fulfill the organization's objectives. It should also consolidate systems, increase system compatibility, and reduce system redundancy.

This necessarily means engaging in a tedious and time consuming information needs assessment. That process involves documenting information needs, information gaps, information system redundancies and data collection inadequacies. This needs assessment would serve as the basis for a redesign of the information systems. Because data collection and use are expensive activities, this inevitably will involve conflicts and compromises - some systems will have to be terminated, and some users will have to work from slightly altered data definitions. It is, therefore, critical that senior AID officials be fully involved through the entire needs assessment and

redesign process. Case histories from other Federal agencies indicate deleterious consequences when senior officials disengage from the process. Typically, senior officials attend the initial information committee meetings, they agree on critical information needs. Then, figuring they have provided adequate guidance, they leave it to their staff, working with information systems experts, to finish the job, i.e., to decide precisely what data are needed, should be collected, and what retrieval mechanisms should be employed.

Staff, with slightly different perceptions of information requirements, usually end up arguing about all-important details. Failing to resolve these details, they compromise by setting up separate systems, thereby creating redundancies. On other occasions, they defer to the information specialists who tend to favor information that is easy to collect and manipulate: The well-documented result is that largely irrelevant information systems are developed at considerable cost.

3. Increasing the Value of AID's Evaluation Program

Few Federal employees would disagree that the basic justification for evaluating the program and administration of their bureau is to contribute to better and more cost effective decisionmaking. Unfortunately, evaluation practices in AID, as well as many other Federal organizations, have fallen far short of meeting these goals: Evaluations, to reiterate previous points, do not answer the "right" questions such as:

- a) did the program do what it was expected to do?
- b) is it still relevant and, if not, should it be eliminated?
- c) what can be learned from past initiatives about the design of future programs?
- d) does anyone even read AID's evaluations, or believe they are reliable?

It is suggested (but here we would defer to the conclusions of the information committee) that AID spends too large a portion of its evaluation budget on project-specific evaluations that cannot be used to address questions of overriding concern to the Agency. It has been claimed that project-specific evaluations are critical for project monitoring and effective implementation. If this is so, a careful examination should be made of what AID's large overseas missions spend their time doing.³⁴ Given the size of these missions, they should be able to monitor on-going projects as part of their regular responsibilities.

³⁴ Our guess is they spend their time generating much required paperwork that is of little value in improving program performance.

APPENDIX A

List of Washington Automated Data Processing Systems

MAIN FRAME SYSTEMS
AS OF 01/07/88

A.I.D. Consultant Registry Information System (ACRIS) - E830

This system provides the Office of Small and Disadvantaged Business Utilization (SDB) with an automated data gathering, retrieval, and reporting system. This system is designed to provide SDB with the capability to match the contracting requirements of A.I.D. financed technical service (non-commodity) contracts to the contractor capabilities of small, disadvantaged, minority and women-owned businesses.

CLIENT CONTACT Wanda Lewis
CLIENT PHONE # 875-1551
CLIENT ORGANIZATION OSDBU/MRC

IRM CONTACT Mike Dodson
IRM PHONE # 875-1539

A.I.D./W Combined Operational Year Budget System - A102

This system provides A.I.D. management with an automated means of monitoring and controlling the operational year budget. Reports are designed to show the status of approved, allotted, and obligated funds. In addition, the system is capable of providing quick glances at various levels of detail of the performance in implementing assigned programs.

CLIENT CONTACT Multiple Clients
CLIENT PHONE #
CLIENT ORGANIZATION

IRM CONTACT Steve Naas
IRM PHONE # 875-1361

Accounts Receivable System - C435

This system records basic data from all bills for collection and collection notices issued world-wide, arising from refund and reimbursement activity, excluding loan payments. It provides aging analysis on outstanding bills and summary data for posting to the Accounts Receivable General Ledger accounts.

CLIENT CONTACT Tom Vapniarek
CLIENT PHONE # 832-0110
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Ron Eyre
IRM PHONE # 875-1456

Allotment Accounting System - C448

This system records allotments, obligations, advice of charge and disbursements for A.I.D./Washington funded activities. Provides control over accounting transactions processed by A.I.D./Washington in accordance with legal requirements of the Anti-Deficiency Act and accounting standards of the government Accounting Office. Produces monthly Trial Balance, Allotment Ledger and Project Ledger Reports, and feeds summary information into the General Ledger.

CLIENT CONTACT Jeanne Hevesy
CLIENT PHONE # 832-4301
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Ron Eyre
IRM PHONE # 875-1456

MAIN FRAME SYSTEMS
AS OF 01/07/88

Asia Project Implementation System (APIS)

- D519

The purpose of the system is to provide an automated means of monitoring the implementation progress of all the ANE current projects which came from the old Asia Bureau. Automatic Status Report forms for each project are produced by the system and sent to the field to be filled in and returned for automation.

CLIENT CONTACT Sue Bugg
CLIENT PHONE # 647-1781
CLIENT ORGANIZATION ANE/PD/PCS

IRM CONTACT James Ross
IRM PHONE # 875-1756

AFR/DR Project Tracking System (AFRTRAK)

- R560

This system provides an automated means of cataloging and tracking project activity information. As a catalog of project development and approval information, the system follows design, document receipt, and review and approval dates for the several stages of project development. In addition, actual and desired LOP information and desired OYB information is also maintained. Information concerning technical specialists required for project design and the associated PIO/T and contract data is also catalogued as well.

CLIENT CONTACT Gwen Campbell
CLIENT PHONE # 647-3991
CLIENT ORGANIZATION AFR/PD/IPS

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

Balance of Payments

- C721

This system produces the Balance of Payments Quarterly Report. This report presents statistics on commodity activities between offshore and U.S. sources for use by A.I.D. in preparing information for OMB and the Department of Commerce.

CLIENT CONTACT Claree Edwards
CLIENT PHONE # 632-0182
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Benno Kurch
IRM PHONE # 875-1581

Budget On-Line Reporting System (BORS)

- A300

This system has two primary purposes: a) to document the Bureau of Science & Technology budget information for ongoing and planned programs and to generate financial tables for annual budget and congressional presentations; and b) to document daily program and project implementation activity within the S & T Bureau and to provide management reports, summaries and statistics to support programming and project implementation functions.

CLIENT CONTACT Johnnie Holt
CLIENT PHONE # 235-9020
CLIENT ORGANIZATION S&T/PD/PR

IRM CONTACT Steve Naas
IRM PHONE # 875-1381

MAIN FRAME SYSTEMS
AS OF 01/07/88

Bulk Cargo Analysis Program (BCAP)

- D300

This system records and monitors shipping data generated through A.I.D.'s Commodity Import Program and the Israeli Cash Transfer Program. BCAP serves as a tool for monitoring the division of tonnage and revenue between U.S. and foreign flag vessels.

CLIENT CONTACT Barbara Hodge
CLIENT PHONE # 875-1300
CLIENT ORGANIZATION SER/DP/TRANS

IRM CONTACT James Ross
IRM PHONE # 875-1758

Cash Journal System

- C445

This system (also referred to as the cash book system) records all domestic accounting transactions (receipts and disbursements) processed for A.I.D. by the U.S. Treasury and Allotment Ledger Accounts. Once a month the Cash Journal System produces an SF-224 Statement of Transactions which is telecommunicated to the Treasury. These transactions are for New York and Washington and also include Federal Reserve Letter of Credit transactions in accord with Treasury Fiscal Requirements.

CLIENT CONTACT Charles Fowlkes
CLIENT PHONE # 832-4300
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Benno Kurch
IRM PHONE # 875-1670

Commodity Statistics

- C844

This system produces the semi-annual Program Assistance Commodity Analysis reports containing historical data on the Agency's commodity activities. These reports are by agreement within country by commodity on a world-wide basis. There are also quarterly reports titled "Disbursements by Supplier" and "Disbursements by Commodity" used by the Office of Commodity Management. These reports are used for program planning and audit purposes.

CLIENT CONTACT Neil MacMillan
CLIENT PHONE # 875-1513
CLIENT ORGANIZATION SER/DP/COMS/M

IRM CONTACT Joe Washington
IRM PHONE # 875-1652

Communications Database

- D801

This system provides a means for tracking organizations that have an interest in the Foreign Assistance Program. The organizations include: PVO's, business associations, universities, foundations, corporations, etc. The system categorizes these organizations by the basic program interests on their agenda, their relative size and support, and the level of contact with the Agency.

CLIENT CONTACT Cynthia Tucker
CLIENT PHONE # 847-4200
CLIENT ORGANIZATION XA

IRM CONTACT John Bridendolph
IRM PHONE # 875-1571

MAIN FRAME SYSTEMS
AS OF 01/07/88

Contract On Line Reporting System (COORS)

- E840

This system maintains data on all contract and grant actions. The data is used by Office of Procurement to monitor contract and grant administration and to insure timely submission of reports, publications, final audits and closeout of contracts and grants.

CLIENT CONTACT Patricia Stewart
CLIENT PHONE # 875-1114
CLIENT ORGANIZATION M/SER/OP

IRM CONTACT Mike Dodson
IRM PHONE # 875-1539

Country Financial Reporting System (CFR)

- C425

This system reports the financial status for A.I.D./W and U.S.A.I.D. (overseas) allotments, obligations, and disbursement activities of funds provided for the Agency's Foreign Assistance program. System reports are designed to show the financial activity pertaining to each recipient country, in summary form.

CLIENT CONTACT Tom Vapniarek
CLIENT PHONE # 832-0110
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Ron Eyre
IRM PHONE # 875-1456

Economic & Social Data System (ESDS)

- D520

This system maintains macro economic and social data from A.I.D. and other international sources for all countries in the world. The data provides a central repository for use in statistical analysis and studies aimed at identifying opportunities for development programs and designing development indicators.

CLIENT CONTACT Robert Baker
CLIENT PHONE # 235-3945
CLIENT ORGANIZATION PPC/CDIE/DI

IRM CONTACT Ross Merlin
IRM PHONE # 875-1398

English/Spanish Translation System

- W101

This system provides an automated means of translating english documents to spanish documents. The english document must be in WANG word processing format and the translation will also be put into the same format.

CLIENT CONTACT Patricia Toner
CLIENT PHONE # 847-9408
CLIENT ORGANIZATION LAC/EMS

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

MAIN FRAME SYSTEMS
AS OF 01/07/88

Equal Opportunity Programs System (EOP)

- N502

This system maintains the minority classification of each A.I.D. employee. This data, combined with employee data from the personnel system (RAMPS), is used to produce minority information required by EOP and Agency Management. A series of standard reports are produced which provides: the current status of employees; by sex and minority classification; by location; by occupation; or by age group; a comparative analysis of change in sex and minority patterns; and current percentage relationships of sex and minority employment.

CLIENT CONTACT Gloria Greene
CLIENT PHONE # 863-1335
CLIENT ORGANIZATION EOP

IRM CONTACT Benno Kurch
IRM PHONE # 875-1581

Food for Peace Title I System

- M101

This system maintains data on the concessional sale of agricultural commodities to countries, and allows the A.I.D. Office of Food for Peace to maintain current and accurate budget and approval data and to monitor the status of PL 480 Title I agreements and shipments.

CLIENT CONTACT Jeanne Markunas
CLIENT PHONE # 235-9172
CLIENT ORGANIZATION FVA/FFP/POD

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

Food for Peace Title II System

- M100

This system maintains price and volume data on surplus agricultural commodities destined for overseas distribution based on PL 480 Title II grants. The reports produced assist personnel of A.I.D. and the Department of Agriculture in the budgeting, programming, procurement, allocation, shipping, and distribution of over 300 million dollars worth of wheat, rice, corn, and other foodstuffs.

CLIENT CONTACT Jeanne Markunas
CLIENT PHONE # 235-9172
CLIENT ORGANIZATION FVA/FFP/POD

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

Full Time Equivalency System (FTE)

- C825

This system provides an automated means for the Agency to report its full time equivalency work years to OMB and OPM. OPM monitors the FTE from agencies each month. OMB uses the FTE as part of the budget formulation process. FTE information is obtained biweekly from the payroll systems and monthly from the overseas missions via cable. Reports generated monthly are: 1) Report of Full-time Equivalent/ Work-year Civilian Employment (SF-113G) and 2) Internal reports by Bureau, Office and Division.

CLIENT CONTACT Carol Roberts
CLIENT PHONE # 632-4146
CLIENT ORGANIZATION M/FM/BUD

IRM CONTACT John Siverson
IRM PHONE # 875-1840

MAIN FRAME SYSTEMS
AS OF 01/07/88

Funds Control System - C480

This system maintains data on the availability and allotment of funds for Agency appropriation accounts, and the data to determine status of Operational Year Budget to which allotments are matched for fund availability and conformity.

CLIENT CONTACT Jeanne Hevesy
CLIENT PHONE # 832-4301
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT John Silverson
IRM PHONE # 875-1840

General Ledger Accounting and Reporting System - C422

This system maintains the accounting and reporting status of all general ledger loan accounts under the jurisdiction of the Agency.

CLIENT CONTACT Don Newman
CLIENT PHONE # 832-0116
CLIENT ORGANIZATION M/FM/LMD

IRM CONTACT John Silverson
IRM PHONE # 875-1840

Host Country Reporting System - C820

This system provides summary and detailed information pertaining to those country contracts and subcontracts over \$100,000 with U.S. firms. This information is embodied in reports which can be produced on-demand or as scheduled.

CLIENT CONTACT Jack Mitchner
CLIENT PHONE # 832-0182
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Jennifer Lummis
IRM PHONE # 875-1474

Inspector General Tracking System - J305

This system provides for cataloging and tracking of completed and ongoing audit activity information on a world-wide basis. It monitors the progress of current activity and tracks open recommendations and actual savings achieved. It produces reports analyzing the volume, types, categories, and coverages of audits performed, some of which are needed for the IG Annual Report, others for submissions to Congressional committees.

CLIENT CONTACT Lou Mundy
CLIENT PHONE # 235-9871
CLIENT ORGANIZATION IG/PPD

IRM CONTACT James Ross
IRM PHONE # 875-1758

MAIN FRAME SYSTEMS
AS OF 01/07/88

Letter of Credit Support System (LCSS)

- C501

This system provides the ability to enter and monitor activity related to letters of credit issued by the agency worldwide. All letter of credit drawdown and expenditure activity which effects management decisions is collected via interactive panels and presented through on-line display or hardcopy reports.

CLIENT CONTACT Gene Westlake
CLIENT PHONE # 832-0102
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Steve Naas
IRM PHONE # 875-1381

Loan Accounting Information System (LAIS)

- C421

This system maintains a data base of accounting and implementation information for each loan authorized. Monetary data such as disbursements, deobligations, interest payments, and principal collections are maintained in summary and detail.

CLIENT CONTACT Ted Panagos
CLIENT PHONE # 832-0112
CLIENT ORGANIZATION M/FM/LMD

IRM CONTACT John Silverson
IRM PHONE # 875-1840

Loan/Grant System (LGS)

- D521

This system facilitates the storage, retrieval and reporting of historical loan/grant data compiled by the U.S. Gov't and by international organizations. Tables with summarized loan/grant information are produced by the LGS for inclusion in reports required by A.I.D. and Congressional Committees concerned with foreign aid. The reports are: Annexes to the Congressional Presentation (CP), "U.S. Overseas Loans and Grants and Assistance from Other International Organizations" report and "U.S. Overseas Loans and Grants-Obligations and Loan Authorizations" report. The latter two are informally referred to respectively as the Greenbook and the Modified Greenbook (Greenbook by Year).

CLIENT CONTACT Frank Lin
CLIENT PHONE # 847-9108
CLIENT ORGANIZATION PPC/PB/RPA

IRM CONTACT Steve Naas
IRM PHONE # 875-1381

Mission Operating Expenses Budget System (MOB)

- C389

This system provides the Functional and Object Class Schedules for each A.I.D. organization responsible for preparing operating expense budgets. These schedules are tabulated by overseas region, A.I.D./W and world-wide; reports are generated displaying statistical analyses of the budget data. The system also has built-in capability to produce miscellaneous reports to answer ad hoc questions.

CLIENT CONTACT Marcus Rarick
CLIENT PHONE # 832-4148
CLIENT ORGANIZATION M/FM/BUD

IRM CONTACT Huong Huyen
IRM PHONE # 875-1804

MAIN FRAME SYSTEMS
AS OF 01/07/88

New American Payroll System (NAPS)

- C453

This system computes the pay for all A.I.D./W and U.S. Nationals overseas every two weeks. The system includes: a personnel system interface; time and attendance processing; pay computation; production of check and bond issuance files; and reports pertaining to pay, benefits, and taxes (e.g. withholdings and contributions to health insurance, life insurance, civil service retirement, and foreign service retirement, etc.).

CLIENT CONTACT George Stewart
CLIENT PHONE # 832-0042
CLIENT ORGANIZATION M/FM/WAOD

IRM CONTACT Barbara English
IRM PHONE # 875-1646

Nigerian Participant Payment System (NPPS)

- C381

This system produces check records to be processed by the U.S. Treasury Dep't. for monthly payment of Nigerian participants for maintenance and special allowances. It accounts for the PIO/P budget and each disbursement made to each Nigerian participant and against the PIO/P budget. The Summary gives M/FM information on the status of the Nigerian Participant fund transferred to A.I.D. from the Government of Nigeria.

CLIENT CONTACT Frank Lindsay
CLIENT PHONE # 832-0131
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT John Bridendolph
IRM PHONE # 875-1571

Ocean Freight Statistics System

- F210

This system maintains information on pounds shipped, and value and freight cost of each commodity allowed for shipping to a designated country by an individual PVO. The information is consolidated, validated, and disseminated and then used for the allocation of A.I.D. funds for the reimbursement of qualifying ocean freight costs.

CLIENT CONTACT Regina Coleman
CLIENT PHONE # 235-1380
CLIENT ORGANIZATION FVA/PVC/ITA

IRM CONTACT Jennifer Lummis
IRM PHONE # 875-1474

Ocean Freight Statistics/Food for Peace System

- M110

This system maintains information on pounds shipped, ocean and inland freight cost, and value of each commodity shipped to a designated country by an individual PVO. The major objective is to provide quarterly and annual shipping statistics for U.S. and non-U.S. flag ocean freight carriers. PVO shipping statistics are used for allocation of A.I.D. funds and for reimbursement of qualifying ocean freight costs. Shipping data are also used to monitor the use of U.S. flag vessels as required by law.

CLIENT CONTACT Rita Hudson
CLIENT PHONE # 235-9220
CLIENT ORGANIZATION FVA/FFP/POD

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

MAIN FRAME SYSTEMS
AS OF 01/07/88

Ocean Transportation

- E831

This system provides two reports and an updated Ocean Transportation Balance Forward file. The reports list commodities by a predesignated code totaling the commodities by tonnage and dollar values. This system is run only four times a year, at the end of each fiscal quarter.

CLIENT CONTACT Barbara Hodge
CLIENT PHONE # 875-1300
CLIENT ORGANIZATION SER/OP/TRANS

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

Participant Payment System (PPS)

- C380

This system records funding, budget and disbursement data on A.I.D. sponsored participants. Checks and enclosure cards are produced by Treasury Department from the monthly tape output from this system. Various analyses of the status of the "Master Disbursing Account" are produced.

CLIENT CONTACT Frank Lindsay
CLIENT PHONE # 322-0131
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT John Bridendolph
IRM PHONE # 875-1571

Participant Training Information System (PTIS)

- G421

This system is used to provide statistical data on the A.I.D. funded participant training program. The system includes the information on direct A.I.D. programs, and on third country training of participants outside the U.S.

CLIENT CONTACT Doris Anderson
CLIENT PHONE # 235-1982
CLIENT ORGANIZATION OIT

IRM CONTACT John Bridendolph
IRM PHONE # 875-1571

Payroll Cost Accounting System

- C446

This system summarizes payroll data taken from the payroll system into accounting data used by A.I.D. office and U.S.A.I.D.s. The system also interfaces with the Allotment Accounting System to consolidate data necessary for the Agency's monthly flash report of Allotments and obligations.

CLIENT CONTACT U. McLaughlin
CLIENT PHONE # 822-0042
CLIENT ORGANIZATION M/FM/WADD

IRM CONTACT Barbara English
IRM PHONE # 875-1646

MAIN FRAME SYSTEMS
AS OF 01/07/88

Permanent Storage Accounting

- C440

This system provides data on storage of household effects of employees, gathered to allow central accounting control of and prompt payment for these services.

CLIENT CONTACT Julius Cook
CLIENT PHONE # 847-8278
CLIENT ORGANIZATION SER/MO/TTM

IRM CONTACT Huong Huyen
IRM PHONE # 875-1804

Portfolio (Core) Database

- A101

This system provides management with a single source for monitoring the implementation of the operational year program for all A.I.D. funded project and nonproject activities. Information available through an on-line reporting system that enables the aggregation of data at country, bureau, or agency levels. In addition, a monthly system report is available on request.

CLIENT CONTACT Multiple clients
CLIENT PHONE #
CLIENT ORGANIZATION

IRM CONTACT Mike Dodson
IRM PHONE # 875-1539

Private Voluntary Organization Project System

- F230

This system maintains and provides information on the activities of private and voluntary organizations (PVO's) which obtain funding from A.I.D. It collects data on planned and actual A.I.D. obligations of funds to PVO's to support their activities and on the detailed activities carried out by the PVO's which are funded to some extent by A.I.D.

CLIENT CONTACT Regina Coleman
CLIENT PHONE # 235-1380
CLIENT ORGANIZATION FVA/PVC/ITA

IRM CONTACT Jennifer Lummis
IRM PHONE # 875-1474

Private Voluntary Organization Registration System

- F220

This system provides a central data base for private voluntary organization activities from which annual reports can be made and provides a capability to respond to congressional ad hoc requests. The system provides the basis for information exchange and is used by the Agency to identify its programs thru the voluntary agencies as required by F.A.A., as amended.

CLIENT CONTACT Regina Coleman
CLIENT PHONE # 235-1380
CLIENT ORGANIZATION FVA/PVC/ITA

IRM CONTACT Jennifer Lummis
IRM PHONE # 874-1474

MAIN FRAME SYSTEMS
AS OF 01/07/88

Program Assistance System

- C442

This system records obligations, disbursing authorizations and expenditure data for Program Assistance activities, and provides reports to the Controller, the mission, bureaus and country governments.

CLIENT CONTACT Hue Tran
CLIENT PHONE # 832-0131
CLIENT ORGANIZATION M/FH/PAFD

IRM CONTACT Gordon Brotherton
IRM PHONE # 875-1757

Program Budget Data System (PBDS)

- D509

This system collects data in Zero Base Budget format from the Annual Budget Submissions by project, appropriation, level, priority ranking and decision package. It assists PPC and the bureaus in analysis, manipulation and final presentation to OMB and the Congress.

CLIENT CONTACT Robert Hudec
CLIENT PHONE # 847-6638
CLIENT ORGANIZATION PPC/PB/RPA

IRM CONTACT George Cayey
IRM PHONE # 875-1258

Program Data Analysis Control File (PDAC)

- D512

This system provides PPC/PB with the capability to maintain country and account control levels for the Congressional Presentation and other Congressional reports. The system contains financial data maintained in summary levels for A.I.D./W and mission allotment, obligations and disbursements.

CLIENT CONTACT Robert Hudec
CLIENT PHONE # 847-8638
CLIENT ORGANIZATION PPC/PB/RPA

IRM CONTACT Mike Dodson
IRM PHONE # 875-1539

Project Accounting Information System (PAIS)

- D525

This system provides quarterly reporting of all dollars in U.S. owned local currency obligated and expended for all A.I.D. funded projects. It also maintains projections for U.S. dollar obligations and expenditures for use in monitoring financial progress (planned vs. actual).

CLIENT CONTACT David Dstermeyer
CLIENT PHONE # 832-7321
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Ron Eyre
IRM PHONE # 875-1458

MAIN FRAME SYSTEMS
AS OF 01/07/88

PPC/SRD Commodity Statistics

- C843

This system extracts data from the Program Assistance and the All Activity files. The selected data is sorted and various commodity reports are produced.

CLIENT CONTACT Robert Hudac
CLIENT PHONE # 647-8638
CLIENT ORGANIZATION PPC/PB/RPA

IRM CONTACT Joe Washington
IRM PHONE # 875-1852

Revised Applicant Tracking System (RATS)

- B732

This system provides for entry and tracking of career applicant data. It provides the recruitment office with the ability to capture mail, recruiter and interview information. Standardized and ad hoc reports are provided to reflect status of applicants.

CLIENT CONTACT Craig Craven
CLIENT PHONE # 863-1300
CLIENT ORGANIZATION M/PM/R

IRM CONTACT Lou Cooper
IRM PHONE # 875-1540

Revised Automated Manpower and Personnel System (RAMPS)

- B832

This system provides information in the specific areas of position and ceiling management, staffing patterns, employee evaluation, promotions, assignments, training and Merit Pay. All notifications of personnel action (SF-50's) are produced by RAMPS. A civilian personnel data file is also created for the Office of Personnel Management.

CLIENT CONTACT Evie Hooker
CLIENT PHONE # 863-1442
CLIENT ORGANIZATION M/PM/RP

IRM CONTACT Lou Cooper
IRM PHONE # 875-1540

Source of Supplier

- C842

This system maintains importer and commodity files and produces two reports, the Supplier and Importer listing and a Semi-annual Source Supplier Report produced by State of Production, large business, small business and unclassified business.

CLIENT CONTACT Jack Mitchner
CLIENT PHONE # 632-0182
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Huong Huyen
IRM PHONE # 875-1804

MAIN FRAME SYSTEMS
AS OF 01/07/88

SFWA Admin. (AFR/SWA - Status of Obligations)

- R555

This system maintains information on OYB allotments and obligations for eight Sahelian countries and Guinea-Bissau totaling over \$100 million in Drought Allotment and Economic Support Funds. It also includes information on Congressional Notifications, Section 121(d) requirements and actions required to achieve obligation of funds.

CLIENT CONTACT Judith Sharpain
CLIENT PHONE # 847-5993
CLIENT ORGANIZATION AFR/SWA

IRM CONTACT John Silverson
IRM PHONE # 875-1640

Travel Advance Accounting System

- C447

This system maintains information on the issuance of travel advances, collection of recoveries for advances issued, and generated documents necessary for collection of delinquent balances. The system maintains sufficient data to provide an audit trail of up to a maximum of twenty advance and forty recovery documents by document date and number. The system produces notices to traveller/supervisors of past due balances or payroll deduction requests, as appropriate, as well as detail of summary reports of travel advance information.

CLIENT CONTACT David Ostermeyer
CLIENT PHONE # 632-7321
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Larry Tanner
IRM PHONE # 875-1774

U101 System

- C425

This system processes a monthly Summary of Allotment Ledger Transactions and Reconciliation with Disbursing Officer's Account which covers U.S. dollar funds allotted to missions. It provides basic information for General Ledger appropriation and the preparation of Agency-wide monthly reports which set forth the accomplishments of the mission in financial terms.

CLIENT CONTACT David Ostermeyer
CLIENT PHONE # 632-7320
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Ron Eyre
IRM PHONE # 875-1456

XA/P Address List

- B430

This system is presently comprised of a database containing the names and addresses of those individuals and organizations receiving the "Front Lines" publication. Other publications and lists may be added in the future. The database addresses can be subdivided by means of a code that identifies the individual or organization as Congressional, PVD, Media or Governmental.

CLIENT CONTACT Mary Felder
CLIENT PHONE # 647-4330
CLIENT ORGANIZATION XA/P

IRM CONTACT John Bridendolph
IRM PHONE # 875-1571

MAIN FRAME SYSTEMS
AS OF 01/07/88

Zero Balance

- C841

This system accumulates and connects transactions (schedules, vouchers, and supporting documents) daily, which are used to produce detailed accounting and statistical reports of annual appropriations in other commodities subsystems.

CLIENT CONTACT Jack Mitchner
CLIENT PHONE # 832-0182
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Gordon Brotherton
IRM PHONE # 875-1757

WANG VS SYSTEMS
AS OF 01/07/88

Administrative Purchasing System

- B450

This system was designed to capture purchase order and requisition control data and automatically format and print purchase orders. It allows the purchasing branch to enter and maintain purchase order related information and provide management with appropriate audit, control, and statistical reporting.

CLIENT CONTACT Cynthia Bryant
CLIENT PHONE # 875-1302
CLIENT ORGANIZATION SER/MO/RM/AP

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

AID/W Non-Expendable Property

- E880

This system maintains an updated inventory of the A.I.D./W non-expendable personnel property. The system provides users with the ability to quickly add, modify, or retrieve inventory records and to produce periodic and/or adhoc reports which reflect the status of A.I.D./W personnel property.

CLIENT CONTACT Darna Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION SER/MO/RM

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Equipment Inventory/AIMS

- D103

This system serves as a tool for A.I.D. Washington staff who need to reference information concerning the purchase of automation equipment, the vendors of automation equipment, and the current inventory. Should any division of A.I.D./W need to purchase more equipment, its request can be evaluated in light of the AIMS system. The AIMS system produces reports on a periodic basis which reflect the capabilities of their users' current configuration and what equipment, if any, may be purchased. If the current system configuration can accommodate it, and the monies are available, the purchasing of additional equipment can be accomplished.

CLIENT CONTACT Herb Thompson
CLIENT PHONE # 875-1452
CLIENT ORGANIZATION M/SER/IRM/AS

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Motor Vehicle Inventory System

- P401

This system assists in planning and control of the Agency's motor vehicle fleet. From data submitted by the missions, quarterly inventories are produced by country and region. An estimated depreciation schedule is also calculated.

CLIENT CONTACT Ruth Bowe
CLIENT PHONE # 875-1187
CLIENT ORGANIZATION M/SER/MS

IRM CONTACT Huong Huyen
IRM PHONE # 875-1804

WANG VS SYSTEMS
AS OF 01/07/88

Overseas Non-Expendable Property

- P404

This system was designed to provide an inventory of all A.I.D. overseas personal property. It provides management with a tool to evaluate personal property requirements and costs against mission needs; equipment usage and turnover; and direction toward reducing inventory costs. It supplies the missions with; data which reduce the frequency of physical inventories; standardized reporting procedures; and periodic or ad hoc reports reflecting status of personal property worldwide.

CLIENT CONTACT Selma Jackson
CLIENT PHONE # 875-1167
CLIENT ORGANIZATION M/SER/MS

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Resources Utilization System (RUS)

- Q083

The purpose of the Resources Utilization System (RUS) is to track the attribution and utilization of Bureau for Management, Directorate for Program and Management Services, Office of Information Resources Management (M/SER/IRM) direct hire and funded contractor personnel who provide information management services to the Agency for International Development.

CLIENT CONTACT John Elgin
CLIENT PHONE # 875-1808
CLIENT ORGANIZATION M/SER/IRM/PE

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

A.I.D. Customized Cable Glossary Generator

- 8250 8850

This Glossary generates customized cable Glossaries for all Washington based A.I.D. activities. The resultant Glossary greatly simplifies and expedites the preparation of outgoing cables by automatically completing standard information and eliminating alignment problems.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION ALL A.I.D./W OFFICES

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

A.I.D. Telephone Book

- 8018

Automates creation of the alphabetical listings in the A.I.D. Telephone Book. The Glossary allows for new entries, modification of entries, and deletion of entries to the alphabetical listing. The Glossary sorts, paginates and prints the A.I.D. Telephone Book in the required dual column format. The Glossary also generates reports reflecting all listings which have been added, modified, or deleted.

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION SER/MO/RH

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

A.I.D./W Vendor Payment Report

- 8032

This Glossary tracks the payment of A.I.D./W Vendor Invoices. The Glossary formats entries, identifies duplicate Invoices, determines the interest (money) saved by delaying an invoice payment for a certain number of days, and generates various reports.

CLIENT CONTACT Lou Carpenter
CLIENT PHONE # 832-0086
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Asia APIS Data Input and Reformatting

- 8075 8080

This Glossary formats the input of APIS data by overseas missions and the reformatting of this data in Washington for transmission to the mainframe INQUIRE compatible format. 8075 is for A.I.D./Washington use and 8080 for Mission use.

CLIENT CONTACT Susan Bugg
CLIENT PHONE # 847-1781
CLIENT ORGANIZATION ANE/PD/PCS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

AA/AFR Correspondence Tracking

- 8090

Allows AA/AFR to track the status of all AFR controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/CCWA Correspondence Tracking

- 8098

Allows AFR/CCWA to track the status of all CCWA controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/CONT Correspondence Tracking

- 8093

Allows AFR/CONT to track the status of all CONT controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/DP Correspondence Tracking

- 8094

Allows AFR/DP to track the status of all DP controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

AFR/EA Correspondence Tracking

- 8035

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of due and overdue correspondence by action office.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/EA

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

AFR/MGT Correspondence Tracking

- 8092

Allows AFR/MGT to track the status of all MGT controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

AFR/MGT Telephone Book

- 8073

This Glossary simplifies updating and preparation of alphabetical personnel listing section of AFR's Telephone Book. The Glossary automatically keeps record of all new, updated and deleted entries which can be printed. The Glossary will also automatically copy the data base into a new document and sort it by organization for analytical purposes.

CLIENT CONTACT L. M. Smith
CLIENT PHONE # 647-5082
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

AFR/MGT WANG Supplies Inventory

- 8076

This Glossary simplifies the maintenance of an adequate inventory of WANG supplies. The Glossary provides prompted data entry routines to record both the issuance and replenishment of these supplies and automatically adjusts on hand quantities and re-order points.

CLIENT CONTACT L. M. Smith
CLIENT PHONE # 647-5082
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS DF 01/07/88

GLOSSARY APPLICATIONS

AFR/PD Correspondence Tracking

- 8095

Allows AFR/PD to track the status of all PD controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/PRE Correspondence Tracking

- 8091

Allows AFR/PRE to track the status of all PRE controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/SA Correspondence Tracking

- 8097

Allows AFR/SA to track the status of all SA controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

AFR/SWA Correspondence Tracking

- 8096

Allows AFR/SWA to track the status of all SWA controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 647-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

AFR/TR Correspondence Tracking

- 8099

Allows AFR/TR to track the status of all TR controlled correspondence and produce daily listings of all items due and overdue as of the specified date.

CLIENT CONTACT L.M. Smith
CLIENT PHONE # 847-8939
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

AID Africa ABA

- 8033

This Glossary assists the Africa (AFR/PMR/RCS) Bureau in entering, updating, and printing the Operating Expense Summary. The Glossary also automates the creation of Advice of Budget Allowance Forms (AID-740-3).

CLIENT CONTACT L. M. Smith
CLIENT PHONE # 847-5082
CLIENT ORGANIZATION AFR/MGT/MISR

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Column Insert

- 8065

This Glossary, which is available to all A.I.D. organizations, greatly simplifies and expedites the insertion of additional columns in existing tables and spread sheets.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Column Master

- 8064

This Glossary, which is available to all A.I.D. organizations, largely automates the formatting of complex statistical tables and spread sheets.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

Congressional Presentation Glossary

- 8700 8701

These Glossaries automate preparation of A.I.D.'s Congressional presentation which is used to support budget requests before the Congress. They automate five separate preprinted forms which are used in various combinations. The Glossaries lead operators through the input and formatting of all required data and text, automatically calculate and enter all required totals, and properly paginate and print the documents containing the forms and allied text.

CLIENT CONTACT Peter Theil
CLIENT PHONE # 647-8440
CLIENT ORGANIZATION LEG/PPLP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Dot Leader

- 8086

This Glossary, which is available to all A.I.D. organizations, greatly simplifies and expedites the insertion Dot Leaders (alternating dots and spaces) into Tables of Contents.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

Executive Correspondence/Memorandum

- 8059

This Glossary simplifies the preparation of a variety of Executive Memoranda and is available for use by all A.I.D. Washington Offices.

CLIENT CONTACT Vernice Johnson
CLIENT PHONE # 647-8511
CLIENT ORGANIZATION ES/CCS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

ENGSPAN

- 0007

This Glossary prepares WANG Word Processing Documents for transmission to the mainframe for translation from English to Spanish.

CLIENT CONTACT Kathy OMeara
CLIENT PHONE # 875-1386
CLIENT ORGANIZATION M/SER/IRM/SH

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

FM Cable Payment

- 8028

This Glossary tracks Mission cables which authorize the payment of contractor invoices to prevent duplicate payments. It formats entries, identifies duplicate cables, determines the interest saved by delaying payment in a specified number of days, and generates required reports.

CLIENT CONTACT Lou Carpenter
CLIENT PHONE # 832-0086
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

FM HAC Premium Remittances

- 8041

This Glossary automates the preparation of Trust Fund Transmittal Letters and Status of Hac Remittances by Contractor Reports.

CLIENT CONTACT Louis Carpenter
CLIENT PHONE # 832-0086
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

FM Loan Tracking System

- 8048

This Glossary simplifies the input of data required to track the status of loans and automatically generates monthly and yearly Loan Status Reports. The Glossary also has provisions to prepare the reports for printout on the Mainframe's XERDX printer.

CLIENT CONTACT Robert P. Clark
CLIENT PHONE # 832-0186
CLIENT ORGANIZATION M/FM/LMD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

FM/PAFD Reservation and Obligation Control Register

- 8071

This Glossary simplifies the creation of Ledgers which reflect the reservation, obligation and balance of funds by Allotment Number, Budget Plan Code and Project Number. The Glossary automatically performs all balance calculations and will, on demand, super copy and reformat any specified ledger in such a manner as to facilitate reconciliation of funds reserved, obligated and remaining for individual projects contained on that ledger.

CLIENT CONTACT Frank Lindsay
CLIENT PHONE # 832-0131
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

General Purpose Correspondence Tracking - 8200

This Glossary, developed primarily for mission use, provides an easy way to track the status of correspondence requiring action. It automatically produces daily reports listing all items due and past due as of the specified date. It will run on any DIS or VS System running standard or World Language Word Processing Software.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS
IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Horizontal & Vertical Line - 8079

The Glossary will write vertical and horizontal lines out automatically. The user can then modify any horizontal or vertical line(s) to fit his/her needs.

CLIENT CONTACT Ms. S. Evans
CLIENT PHONE # 847-7474
CLIENT ORGANIZATION PRE/PD
IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

HORIZONS Magazine - 8027

This Glossary formats the various sections of the HORIZONS Magazine and automatically generates the monthly index, yearly index, and table of contents. The Glossary inserts all required typesetting codes into previously created documents for each section of the magazine.

CLIENT CONTACT Sharon Isralow
CLIENT PHONE # 847-4330
CLIENT ORGANIZATION XA/P
IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Investigative Workload - 8030

This data entry and reports generator Glossary enables the Inspector General to track the number and type of Security Investigations completed each month and year to date. It also provides data on completed and ongoing investigations.

CLIENT CONTACT Kenneth Cline
CLIENT PHONE # 235-8730
CLIENT ORGANIZATION IG/SEC
IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

IG/SEC Travel Fund Accounting

- 8025

This Glossary automates the logging and tracking of both IG/SEC's travel fund expenditures and the Travel Advance Balances of Individual travelers.

CLIENT CONTACT Kenneth Cline
CLIENT PHONE # 235-9730
CLIENT ORGANIZATION IG/SEC

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

IG/SEC Travel Claim Worksheet

- 8068

This Glossary simplifies the preparation of Per Diem and miscellaneous Travel Advance worksheets to support the foreign and domestic travel expenses of individual travelers in IG/SEC. The Glossary includes automatic conversion of foreign currency units into U.S. Dollars and also performs all totaling operations.

CLIENT CONTACT Kenneth Cline
CLIENT PHONE # 235-9730
CLIENT ORGANIZATION IG/SEC

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

IT Correspondence Tracking System

- 8074

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action by the IT staff and automatically produces (a) a daily listing of all items due and overdue on that date and (b) a weekly statistical report summarizing overdue items by action office.

CLIENT CONTACT Debbie Currie
CLIENT PHONE # 235-2240
CLIENT ORGANIZATION SAT/MGT

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

IT Travel Accounting

- 8045

This Glossary is designed to simplify the tracking and analysis of travel fund expenditures by IT. It prompts operators through the entry of data of ledgers and automatically calculates and updates expended and balance figures.

CLIENT CONTACT Judy McKeever
CLIENT PHONE # 235-1984
CLIENT ORGANIZATION S&T/IT

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

LAC/CAP Correspondence Tracking

- 8085

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of due and overdue correspondence by action office.

CLIENT CONTACT Patricia Toner
CLIENT PHONE # 647-9408
CLIENT ORGANIZATION LAC/CAP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

LAC/DP Correspondence Tracking

- 8088

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of due and overdue Correspondence by action office.

CLIENT CONTACT Patricia Toner
CLIENT PHONE # 647-9408
CLIENT ORGANIZATION LAC/DP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

LAC/DR/HN Correspondence Tracking

- 8087

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of due and overdue Correspondence by action office.

CLIENT CONTACT Patricia Toner
CLIENT PHONE # 647-9408
CLIENT ORGANIZATION LAC/DR/HN

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

LAC/DR/RD Correspondence Tracking

- 8086

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of due and overdue Correspondence by action office.

CLIENT CONTACT Patricia Toner
CLIENT PHONE # 647-9408
CLIENT ORGANIZATION LAC/DR/RD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1631

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

M/FM Loan Amortization

- 8047

This Glossary automatically generates a variety of complex Amortization Schedules.

CLIENT CONTACT Steve Papas
CLIENT PHONE # 632-0088
CLIENT ORGANIZATION M/FM/LMD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

M/PM Consultant Services Tracking

- 8005

This Glossary tracks the utilization of consultants for M/PM and automatically produces reports summarizing the number of days each consultant has been used by individual M/PM offices.

CLIENT CONTACT Dennis Lauer
CLIENT PHONE # 863-1446
CLIENT ORGANIZATION M/PM/RP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

M/PM Contract Services

- 8007

This Glossary simplifies tracking the expenditure of funds by M/PM for contractual services and purchase orders and automatically generates reports depicting fund expenditures and balances by both category and individual M/PM offices.

CLIENT CONTACT Dennis Lauer
CLIENT PHONE # 863-1446
CLIENT ORGANIZATION M/PM/RP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

M/PM Overtime Tracking

- 8003

This Glossary simplifies tracking the expenditure of overtime by M/PM offices and automatically generates reports depicting overtime usage by both individual offices and by Fiscal Quarter.

CLIENT CONTACT Dennis Lauer
CLIENT PHONE # 863-1446
CLIENT ORGANIZATION M/PM

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

M/PM Travel Accounting System

- 8056

This Glossary simplifies tracking the expenditure of travel funds by M/PM and automatically generates reports depicting travel fund expenditures and balances for various categories of travel.

CLIENT CONTACT Dennis Lalar
CLIENT PHONE # 863-1446
CLIENT ORGANIZATION M/PM/RP

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Overseas Telephone Book

- 8031

Automates the creation of the alphabetical listings in the A.I.D. Overseas Telephone Book. The Glossary allows for new entries, modification of entries, and deletion of entries in the alphabetical listing. The Glossary sorts, paginates and prints the Overseas Telephone Book in the required dual column format. Additionally, the Glossary generates reports depicting those listings which have been added, modified, or deleted.

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION SER/MO/RM

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Participant Implementation Order/Participants (PIO/P)

- 8038 8053

Automates the preparation of PIO/P Training Form(s) (A.I.D. Form 1380-1). This Glossary formats and prompts operators through entry of all information required on these forms.

CLIENT CONTACT Daniel Terrell
CLIENT PHONE # 235-1885
CLIENT ORGANIZATION S&T/IT

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Prioritized Travel and Project Obligation Report

- 8082

This Glossary assists S&T/RD in entering, computing, and printing Prioritized Travel and Project Obligation Reports. It creates the required entry format and prompts the user through each entry. In addition, the Glossary completes all required print menus.

CLIENT CONTACT Sharon Yow
CLIENT PHONE # 235-8857
CLIENT ORGANIZATION S&T/RD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

Purchase Order for LAC

- 8072

This Glossary simplifies the preparation of Purchase Order Form (SF Form 1034) and was specifically designed for use by LAC Missions.

CLIENT CONTACT Tish Toner
CLIENT PHONE # 847-9408
CLIENT ORGANIZATION LAC/EMS

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PC Correspondence

The PC Correspondence Glossary assists operators in preparing letters and memos. It is an Integrated Word Processing PC Glossary. The Glossary System ID is MEMOGL5.

CLIENT CONTACT Dan Deely
CLIENT PHONE # 235-2245
CLIENT ORGANIZATION S&T/FNR

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PIO/T Forms

- 8020

Formats and prompts operators through the preparation of parts 1, 2 and 3 of Project Implementation Order/Technical Services Form.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PRE Correspondence Tracking

- 8080 8081 8082

These Glossaries assist three of PRE's offices in tracking the status of correspondence requiring action by prompting operators through the entry of data relative to correspondence received and automatically producing listings of correspondence due and already overdue on any given date.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION PRE/AA PRE/I PRE/ADM

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

PRE Travel Projections

- 8077

Glossary 8077 provides the capability to complete the Travel Projections Form automatically. This Glossary prompts for each column header of the chart. It also includes an automatic Math routine which figures the sub-total of each division code.

CLIENT CONTACT Ms. S. Evans
CLIENT PHONE # 847-7474
CLIENT ORGANIZATION PRE/PD

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

PRE/Mailing Label

- 8088

This Glossary simplifies the entry and printing of mailing labels for PRE's applicant listing.

CLIENT CONTACT Ms. S. Evans
CLIENT PHONE # 847-7474
CLIENT ORGANIZATION PRE/PPR

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

Regional/Country Overview

- 8089

This Glossary is designed to simplify preparation of 3 separate forms used to monitor the progress and funding of projects: (1) the Regional Overview form, (2) the Activities Funding Form, and (3) the Project Control Form. The Glossary formats and prompts operators through the completion of these forms and, in the case of the Activities Funding Form, automatically calculates fund balances and the percent of funds remaining.

CLIENT CONTACT Amy Smith
CLIENT PHONE # 235-8910
CLIENT ORGANIZATION S&T/RD

IRM CONTACT Karen Bricker
IRM PHONE # 875-1810

S&T Correspondence Tracking System

- 8042

This Glossary provides prompted entry of all data required to track the status of correspondence requiring action and automatically produces daily listings of Due and Overdue Correspondence and a Weekly Statistical Report summarizing the number of overdue items by action office.

CLIENT CONTACT Aldona Afflack
CLIENT PHONE # 235-9001
CLIENT ORGANIZATION S&T/EN

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

GLOSSARY APPLICATIONS

S&T Trainee Problems

- 8048

This Glossary is designed to simplify the tracking of trainee problems. The Glossary uses the data in the log to automatically produce a series of reports depicting the number of problems experienced by Country, Region, Type of Problem, Contractor, Type of Training, or Trainee Name. Reports may be by specific Fiscal Quarter or for the entire Fiscal Year.

CLIENT CONTACT Diane Leach
CLIENT PHONE # 235-1995
CLIENT ORGANIZATION S&T/IT

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

S&T Travel Accounting System

- 8048

This Glossary simplifies the entry of data required to track the expenditure of travel funds by S & T offices and automatically generates a variety of reports depicting the status of travel fund expenditures and balances.

CLIENT CONTACT Jodie Flakowicz
CLIENT PHONE # 235-2240
CLIENT ORGANIZATION S&T/MG:

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Self Editing Universal Data Entry

- 8000

Simplifies the typing of statistical tables by providing a customized prompted data entry routine for tables containing any number of columns, and any mix of tab types.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Standard Training Form Completion Generator

- 8054 8055

This Glossary simplifies the preparation of Standard Training Request Forms.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION ALL A.I.D./W OFFICES

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

GLOSSARY APPLICATIONS

Statement of Arrearages

- 8028

This Glossary simplifies preparation of the Statement of Arrearages Report (TFS Form 4502B). It formats the arrearages data entry input, assists in editing the arrearages data base, paginates the information, and recreates the Statement of Arrearages Report Form (TFS Form 4502B) on bond paper to eliminate alignment problems and the need for preprinted forms.

CLIENT CONTACT Lou Carpenter
CLIENT PHONE # 632-0086
CLIENT ORGANIZATION M/FM/PAFD

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Super Math

- 8100

This Glossary, which is available to all A.I.D. organizations, greatly simplifies the totaling of most types of spread sheets. Far more powerful than WANG's standard Math Glossaries, it enables the operators with just one easy to operate Glossary (rather than WANG's 4 separate Glossaries) to total up to 20 columns vertically, vertically and horizontally, horizontally and horizontally with a grand total of the horizontal totals.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION A.I.D. ORGANIZATIONS

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Tempest and Non-Tempest PC Cable

These Glossaries simplify the preparation of Cables by A.I.D./Washington offices using PC Word Processing Release 2.5B. The Tempest version handles cables with classifications through top secret. The Non-Tempest version handles only unclassified cables. The Glossary System ID's are CABLEGL1, CABLEGL2, and CABLEGL3.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION ALL A.I.D./W OFFICES

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

Visa Form (IAP 86)

- 8039 8052

Automates the preparation of the Visa Form (IAP 86). This Glossary formats the data entry input required for this complex form.

CLIENT CONTACT Daniel Terrell
CLIENT PHONE # 235-1885
CLIENT ORGANIZATION S&T/IT

IRM CONTACT Paul Soherr
IRM PHONE # 875-1831

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

VS/DIS BASIC APPLICATIONS

Appointment Book

- Q103

Keeps track of daily appointments up to 2 years in advance. Schedule up to 16 appointments for any particular day. Print any day's appointments by pressing one button. Also, as a useful auxiliary feature, the program feature, the program can generate and print calendars for any month in the 20th century.

CLIENT CONTACT Various
CLIENT PHONE #
CLIENT ORGANIZATION ALL A.I.D./W OFFICES

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

ANE Correspondence Tracking System

- D730

A large and complex BASIC application, this system tracks and provides reports on the status of correspondence received.

CLIENT CONTACT Del Davis
CLIENT PHONE # 847-8185
CLIENT ORGANIZATION AA/ANE

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Central File Room Checkout System

- Q411

This system of BASIC programs allows employees in PM to enter request for checkout of personnel files. The Central File Room staff can checkout the files using the system, and report on file usage and file location.

CLIENT CONTACT Sandy Sozio
CLIENT PHONE # 863-1448
CLIENT ORGANIZATION M/PM/RP

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

ES Correspondence Tracking System

- D750

A large and complex BASIC application, this system tracks and provides reports on the status of correspondence received.

CLIENT CONTACT Margaret Tomlin
CLIENT PHONE # 847-8580
CLIENT ORGANIZATION ES/CCS

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

VS/OIS BASIC APPLICATIONS

General Ledger System

- Q401

This multi-program BASIC system allows the user to easily enter journal voucher data, balance, and post the data. Trial Balance reports can be generated on an account, appropriation, or global basis. Users can, for reporting purposes, merge accounts into one account line, as well as merge appropriations into one report.

CLIENT CONTACT David Fields
CLIENT PHONE # 832-0110
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Master Planner

- Q401

Keeps track of monthly goals. Allows the input of up to 9 lines of 16 characters each per day. Prints a monthly schedule in standard calendar format.

CLIENT CONTACT Jerry Donahue
CLIENT PHONE # 847-5816
CLIENT ORGANIZATION OFDA/OD

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Parking Permit System

- Q421

This BASIC system tracks parking permits, as well as applicants for the permits. Reports can be generated to sort applicants by type, miles driven, number of riders in car, etc.

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION M/SER/MO

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Personnel and Space Index

- Q424

Calculates office space per worker for all divisions in A.I.D.

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION M/SER/MO

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

PINKERTON'S DIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

VS/DIS BASIC APPLICATIONS

Reimbursable Work Authorization System

- Q422

This system of BASIC programs keeps track of work authorizations. It also generates several reports, of current authorizations, by building, by office, etc. Data can be entered directly into the system, or can be received by the Requisition program.

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION M/SER/MO

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Requisition Tracking Program

- Q423

This BASIC program allows the user to enter requisitions, delete them, print them and move them to the Reimbursable Work Authorization system (see below). At the time of the move, data is checked for its validity (for the RWA system).

CLIENT CONTACT Darma Wright
CLIENT PHONE # 875-1306
CLIENT ORGANIZATION M/SER/MO

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Super Queue

- Q103

This BASIC program provides users with the ability to convert files queued to print to word processing documents, for greater editing capability. The utility can also move, delete, and view queue files. This program has been installed on many DIS systems throughout the agency.

CLIENT CONTACT Steve Renz
CLIENT PHONE # 875-1228
CLIENT ORGANIZATION M/SER/IRM/TS

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Text File Utility Program

- Q103

This BASIC program provides users with the ability to convert text files (80 character data files) to word processing documents, for greater editing capability. The utility can also copy, rename, delete, and view text files. The design and look of the program imitates Wang provided software.

CLIENT CONTACT Steve Renz
CLIENT PHONE # 875-1228
CLIENT ORGANIZATION M/SER/IRM/TS

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

PINKERTON'S OIS AND VS SYSTEM APPLICATIONS DEVELOPED FOR A.I.D.
AS OF 01/07/88

VS/OIS BASIC APPLICATIONS

Translate Treasury Documents

Q402

This BASIC program reformats documents telecommunicated by the Treasury Department and formats them in such a way they can be telecommunicated to the mainframe and read as datafiles.

CLIENT CONTACT Dave Ostermeyer
CLIENT PHONE # 832-7321
CLIENT ORGANIZATION M/FM/CAD

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

Translate Word Processing Documents

- Q103

This BASIC program converts Word Processing documents from all lowercase characters to uppercase, or uppercase to mixed case. It also can remove all underscores from a document. The user can limit the conversion to particular pages within a document.

CLIENT CONTACT various
CLIENT PHONE #
CLIENT ORGANIZATION ALL A.I.D./W OFFICES

IRM CONTACT Bernie Parody
IRM PHONE # 875-1511

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MICRO COMPUTER SYSTEMS
AS OF 01/07/88

Congressional Tracking System (CTS)

This system is essentially a micro-computer based version of A.I.D.'s Congressional Presentation. It was developed in response to a request from the Senate Appropriations Committee.

CLIENT CONTACT Robert Hudac
CLIENT PHONE # 847-8638
CLIENT ORGANIZATION PPC/PB/RPA

IRM CONTACT George Cayey
IRM PHONE # 875-1258

Participant Training Management System (PTMS)

This is a microcomputer planning, tracking, and management system written in dBASE III. The system provides each mission with a standardized method of entering and managing project statistics regarding the timely deployment of all participants for overseas and in-country training. The program allows for the coordinating of long and short term training over the course of a project. In addition it keeps individual personnel profiles which (as with the project data) can be updated and archived as necessary.

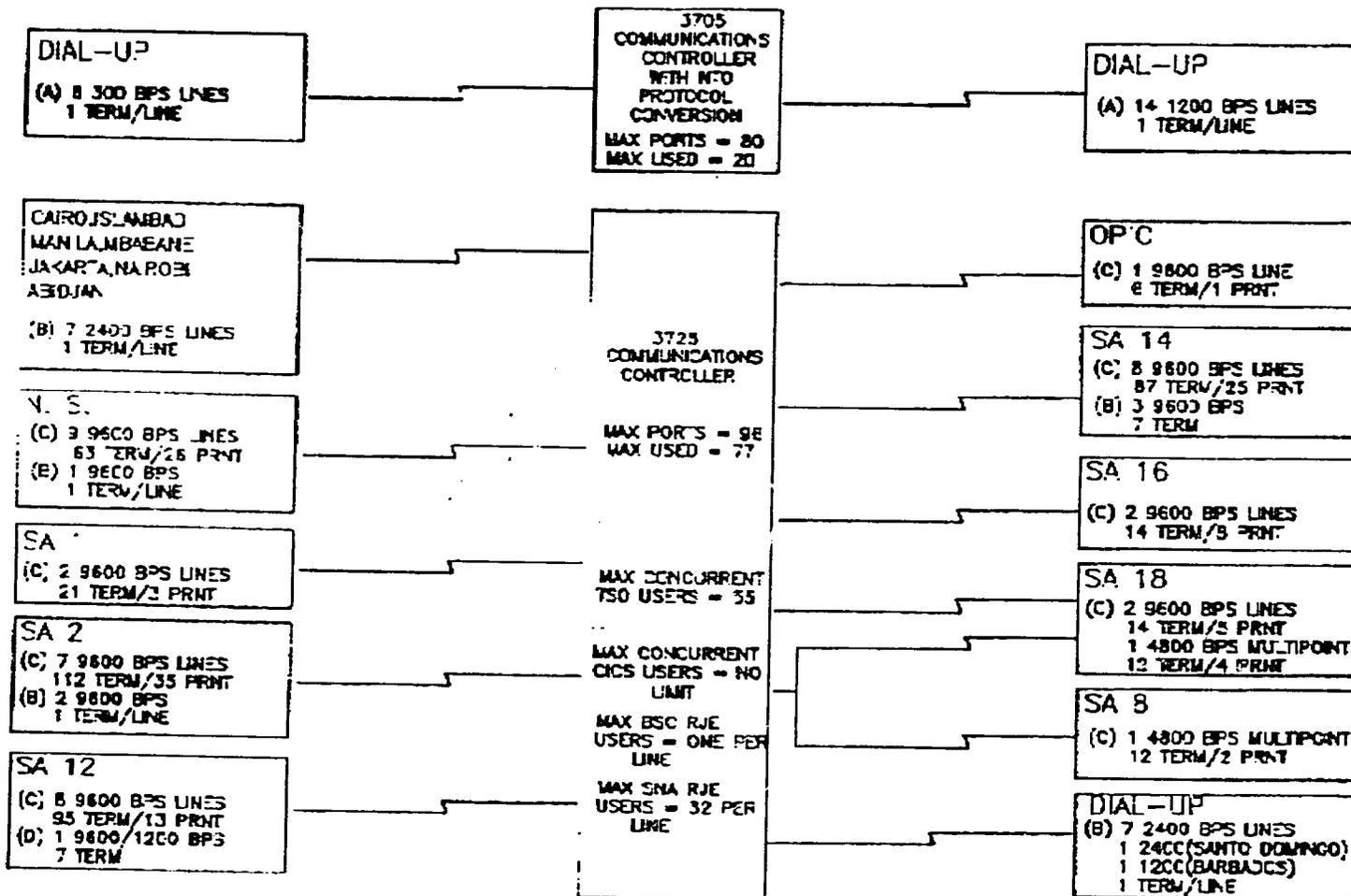
CLIENT CONTACT Dianne Arnold
CLIENT PHONE # 875-1926
CLIENT ORGANIZATION IRM

IRM CONTACT Linda Reese
IRM PHONE # 875-1746

APPENDIX B

Inventory of ADP Systems

IBM 3083 PORT CONFIGURATION AGENCY FOR INTERNATIONAL DEVELOPMENT



(A) = TTY AND PC (ASYNCH) TOTAL 20 TERMINALS
 (B) = REMOTE BATCH PRINTING & FILE TRANSFER (RJE)
 TOTAL 27 TERMINALS

(C) = CICS/TSO FULL SCREEN (3270) TOTAL 446 TERMINALS
 (D) = ASYNCH/SYNCH PROTOCGL CONVERTER (TTY & PC)
 TOTAL 7 DIAL-UP TERMINALS
 (DATE: 1/98)

09/16/1988 10:54 ***** M/SER/IRM/OD

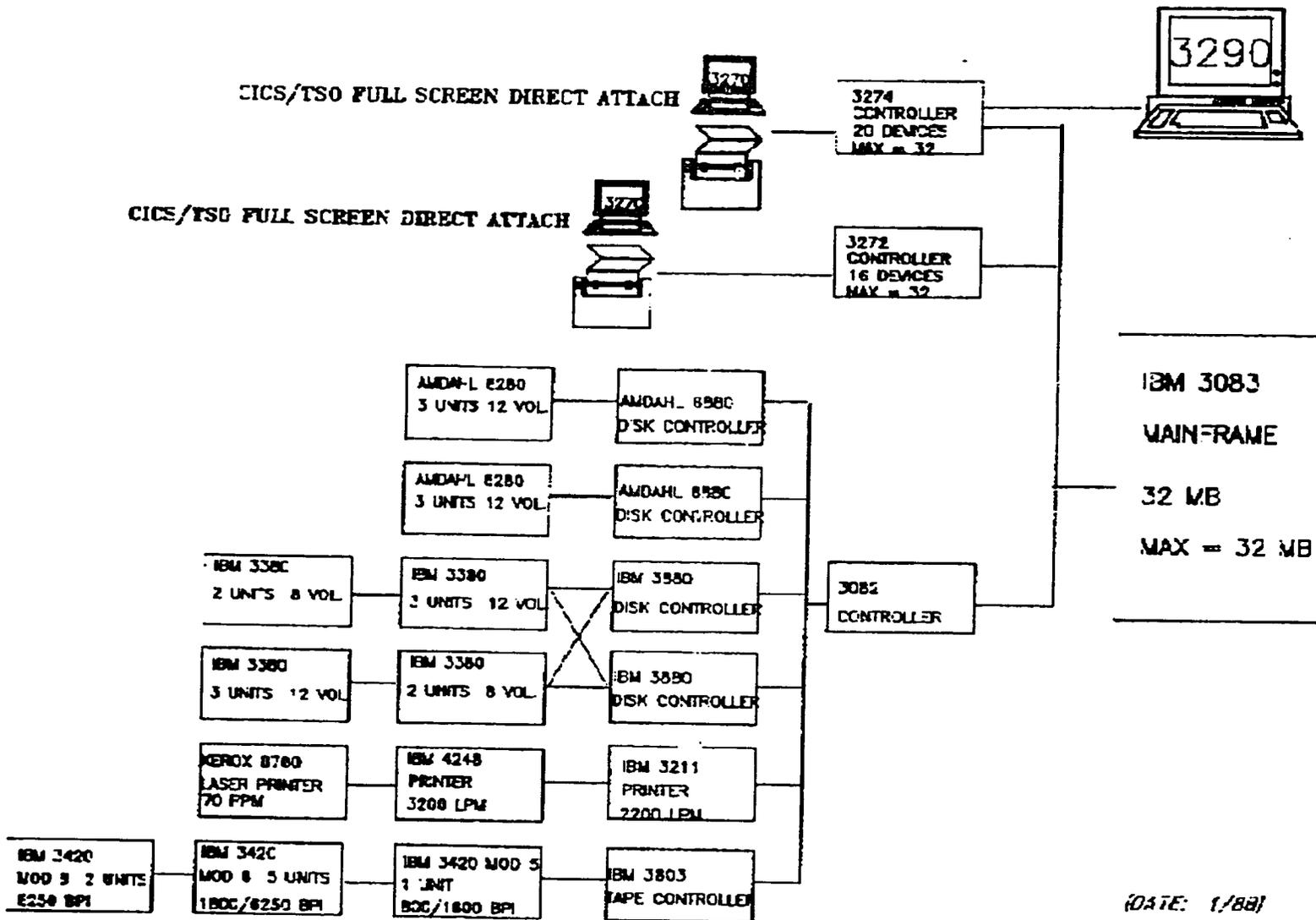
9 875 1037

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IBM 3083 DEDICATED CONFIGURATION

AGENCY FOR INTERNATIONAL DEVELOPMENT



09/16/1988 10:53 ***** M/SER/IRM/OD

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(DATE: 1/88)

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09/16/1988

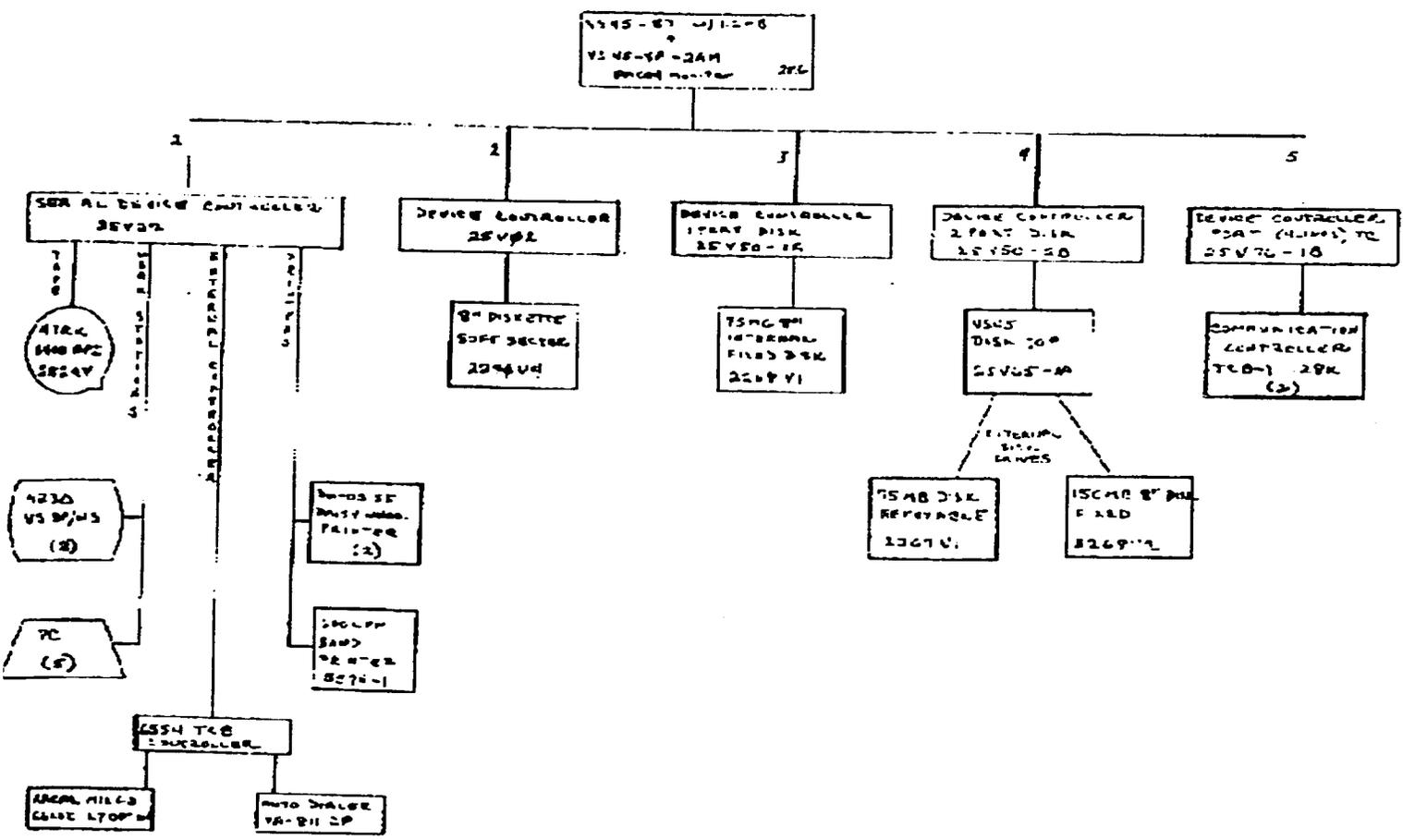
10:55

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*IRM Asstn R/ren
10/87*



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FILE-NAME = ATMLIST
 04/13/88 = Date Updated
 04/13/88 = Date Printed

SUMMARY OF
 AID OWNED EQUIPMENT OVERSEAS

USID	MINI-COMPUTER SYSTEMS			OFFICE INFORMATION SYSTEMS			MICRO-COMPUTER SYSTEMS										TOTAL stations	TOTAL Printers					
	VS CPUs	VS WS	VS ER	OIS CPUs	OIS WS	OIS ER	WP CPUs	WP WS	WP ER	WANG WS	PC ER	IBM WS	PC ER	SAPLE WS	II ER	QRE WS			ER	COMFQ WS	ER	HP WS	PR
A/R																							
ABIDJAN	VS100 (01)	37	18				1	2	1	16	10							2	4			57	33
ABIDJAN RUDD		1	1							2	4											3	5
ACCRA										7	9											7	9
ADDIS ABABA										9	6											9	5
ANANNYARIYO										2	3											2	3
ENHFO	VS65 (01)	3	1							23	29	5	7					6	6			38	43
ENHUL										5	7											5	7
ESSAO										1	2											1	2
EDUMBURA										6	9											6	9
CONAKR										5	7											5	7
DNKAR	VS65 (02)	35	8							17	16	1	1									53	25
DNKAR IS SALAM										8	7				3	3						11	10
DJIBOUTI										2	4											2	4
FREETOWN										1	3											1	3
GABORONE										9	13											9	13
HARARE	VS45 (01)	7	10				1			22	19	2	2									31	32
	VS65 (01)	11	4																			11	4
KAMPALA										7	8											7	8
KHAROUJ	VS100 (01)	14	9							3	6	3			3	5						59	42
KIGALI										11	7											11	7
KNESHASA	VS65 (01)	13	1		ECA CI (01)	24	5			7	14				5	2						49	23
LAGOS										5	6											5	6
LILONGWE					ISISAC (01)	5	12			5	5											10	17
LOME										2	6	2										7	4
LUSAKA										19	22											19	22
MARUO										7	11											7	11
MASERU										5	3											5	8
MENENGE	VS65 (01)	12	5							9	5											21	11
MOGADISHU	VS100 (01)	22	9		ISISAC (02)					15	18	1										39	27
MONROVIA	VS65 (01)	12	5							3	3											15	8

09/16/1988

10:56

***** M/SER/IRM/OD

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FILE NAME = ARMLIST
 04/13/88 = Date Updated
 04/13/88 = Date Printed

SUMMARY OF
 AID OWNED EQUIPMENT OVERSEAS

09/16/1988 10:56 ***** M/SER/IRM/OD

USID	MINI-COMPUTER SYSTEMS			OFFICE INFORMATION SYSTEMS			WANG WORD PROCESSING SYSTEMS			MICRO-COMPUTER SYSTEMS				TOTAL		TOTAL							
	VS CPUs	VS WS	VS PR	OES CPUs	OES WS	OES PR	WP CPUs	WP WS	WP PR	WANG WS	PC PR	IBM WS	PC PR	APPLE II WS	OTHER WS	PR	Work stations	(PR) Printers					
NAIROBI	VS100 (01)	41	32																				
	VS65 (02)	26	2																				
NOMMENA																							
NIMNEY		13		OES140 (01)	1	10																	
NIMPHOET																							
ORAGADICCO																							
PRATA																							
PRIDRIA	VS6 (01)	7	2																				
YACONDE	VS65 (01)	21	8																				
Subtotal	16	275	116	5	40	28	6	14	6	342	401	28	36	11	11	0	8	10	5	5	723	513	
ANE																							
AMMAN	VS90 (01)	9	3																				
BANGKOK	VS100 (01)	33	16																				
BANGKOK RIDD																							
BEIRUT																							
CAIRO	VS100 (01)	50	18	OES140 (01)	9	3	6	6	4	38	54	8	8										
COLOMBO	VS100 (01)	11	6																				
	VS65 (01)	11	5												3	3							
DFWA	VS65(02)	41	14																				
ISLAMABAD	VS90 (01)	13	8	OES140 (01)	22	10																	
ISLAMABAD-ARAFAN																							
JAKARTA	EMPASS(01)	14	12																				
KORIMANDU	VS6 (01)	11	9				1	10	4	32	20	5	6										
LISEON																							
MANILA	EMPASS(01)				3	1																	
	OES145 (01)																						
	VS100 (01)	56	13																				
MUSCAT							2	4	1			6	2										
NAPLES				OES105 (01)	2	1	1	1	1	2	1												
NEW DELHI	VS100 (01)	38	12				4			31	31	1	1										

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FILE-NAME = ADMELIST
 04/13/88 = Date Updated
 04/13/88 = Date Printed

SUMMARY OF
 AID OWNED EQUIPMENT OVERSEAS

USATD	MONI-COMPUTER SYSTEMS			CRIFOR INFORMATION SYSTEMS			WANG WORD PROCESSING SYSTEMS			MICRO-COMPUTER SYSTEMS						TOTAL			
	VS CPUS	VS WS	VS ER	CIS	OIS	OIS	WP	WP	WP	WANG	PC	IBM	PC	SAPPLE	ILLIANS	COMPAQ	HP	Work Stations	Printers
FRONT	VS85 (01)	10	5															10	6
FRONT HHO	VS100 (01)	32	11							8	4							40	15
FRANCON	EMBASS (01)	2	1							2	2							2	2
SPINA	VS65 (01)	17	10							6	12							8	13
SINGAPORE RIG							1	8	4	30	12			2	2			37	28
SOMA	VS6 (01)	3	1							4	4							4	4
TUNIS	VS65 (01)	9	3							4	4							7	5
TUNIS HHO				CIS130 (01)	1	5				4	3							14	12
										3	3							3	3
Subtotal	20	360	148	6	39	25	11	29	14	309	287	20	17	17	21	3	3	787	524
EUR																			
BRUS				EMBASS (01)	4	1				1	2							5	3
ROME/FOING										1	1							1	1
Subtotal	0	0	0	1	4	1	0	0	0	2	3	0	0	0	0	0	0	6	4
LAC																			
ASUNCION																			
BELIZE				OIS70 (01)	7	5	1	1	1	1	1							2	2
BOGOTA	SOME (01)	2	1				2	5	2	6	5							18	12
BRASLIA	SOME (01)	1	2							3	3							5	4
BRIDGEPORT	VS65 (01)	18	12	CIS140 (01)						13	19							31	31
GUAYAMA										2	2							2	2
GURUPAMA	VS100 (01)	39	11	CIS130 (01)	5	1				10	11	1	1					56	24
	VS6540(02)	10	4															10	4
KINGSTON	VS100 (01)	57	11	CIS50 (01)	1	1				9	9							77	21
KINGSTON HHO				CIS50 (01)	7	2				3	3							10	5
LA PAZ	VS65 (01)	20	17							11	9							31	25
LIMA	VS100 (01)	10	12	CIS130 (01)						53	17							63	29

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