



USAID
FROM THE AMERICAN PEOPLE



CIO Spotlight
July 1 – December 31, 2007

INTRODUCTION FROM THE CIO

The common theme that runs throughout all of our programs is the desire to:

Modernize
Consolidate, and
Integrate.



David Anewalt

Today, much of our data collection, documentation, and reporting is still being done manually. What this means is that people in the field are using paper and pencil and excel spreadsheets to maintain their records. This has led to an explosion of individual solutions to common business requirements. We need to **modernize** this way of doing business.

These individual solutions have not only been developed in the field but have also been developed at USAID Headquarters. We now find ourselves in the situation where each bureau has developed individual solutions for their basic business processes. This has resulted in an uncontrolled growth in applications and hardware over the years. We need to **consolidate** our resources and applications.

Finally, our resources and applications in many cases can be shared with other agencies or we can share theirs. We now find ourselves looking at ways to partner with other agencies, especially Department of State, to find common solutions to our business requirements. We need to continue our **integration** efforts where it makes sense for both partners.

Our goals of modernization, consolidation, and integration will enable us to achieve our vision of moving from **automation** to **collaboration**.

From 1995 to 2005, USAID, like many other agencies, used information technology to automate its current business processes. The result was numerous applications unable to share their data with others. Our vision is to move to a collaborative environment, where all applications can consume and share information from other applications. This is a fundamental change in our business model and thus we have identified major programs that will enable us to achieve this vision.

(cont.)

Reactive to Responsive

Many parties ask USAID for information. To respond, we typically issue a data call to gather the latest information, process that information, and finally produce the desired report. This entire process is reactive due to the many places data is stored. Our vision is to be responsive by having data accessible and available to the right people at the right time through our collaboration structure. Again, this is a fundamental change in our business model and thus we have identified major programs that will enable us to achieve this vision.

I-Gov to E-Gov

Our current business environment can be labeled “I-Gov” because everyone has developed their own programs for their own use with their own money. Our vision is to achieve true E-Gov, as originally intended by OMB, by using collaboration, responsiveness, and the web. Some of these success stories are highlighted in this publication. We are making the transition from diversified control to centralized control of our programs, in short, from I-Gov to E-Gov. This is a fundamental change in our business model and thus we have identified major programs that will enable us to achieve this vision.

CIO Spotlight highlights some of the OCIO’s recent successes in supporting the mission of the agency. Each story following is an example of modernization, consolidation, or integration.

David C. Anewalt, CIO USAID
January 31, 2008

Cover: Palestinian youth gather around a computer at the community-based Intel Computer Clubhouse center in Ramallah, West Bank. The center is located near three refugee camps. The USAID-backed initiative also helped construct two community based centers, which were used by about 1,000 young people.

CIO Spotlight was edited by USAID/Ken Kerttula.

Cover Photo by Raed Yacoub (Welfare Association). All other photos by USAID.

ENGAGE THE FIELD

What is it?

The CIO is making an effort to involve systems managers from the field in OCIO activities. Video teleconferencing (VTC) equipment allows us to have “face-to-face” meetings.

What We’ve Done

Using this technology, the CIO has met with each of the four USAID regions over the past couple of months. The purpose of these meetings is to give Mission Managers and IT staff the opportunity to interact with the CIO. All questions are welcome; recent queries related to:

- CIO priorities,
- new technologies being introduced, known as “Technology Refresh,”
- technical training and conferences,
- USAID Missions moving to U.S. Embassy compounds,
- network security and vulnerability reports, and
- Blackberry service.

“I want to thank your team for this initiative [video teleconferencing]. We were very excited about this approach and I want to encourage all of you to continue in this direction...it is a great opportunity to discuss technical issues directly with the CIO.”

- Carrie Dailey,
USAID/Nigeria Mission

What Does this Mean to You?

The [Office of the CIO](#) is interested in your questions and concerns. We want to help eliminate technical issues, so you can focus on the USAID mission. We will continue to have regular VTC meetings to provide for open lines of communication. If you have specific questions or concerns for the CIO, please let your Mission Manager or IT staff know. We are here to support you.

For more information contact Sandy Sozio at (202) 712-0377 or ssozio@usaid.gov.

CUSTOMER SUPPORT

What is it?

Customer Support includes the [IT Help Desk](#) and other IT support services. We are the people you call when something goes wrong with your computer, printer, password, or Blackberry. We support the infrastructure that helps you do your job.

What We've Done

Over the past six months Customer Support/IT Help Desk has provided the following support to USAID:

- Resolved 28,224 requests for service;
- 92% of those requests for service were resolved after the first call or email (well above the industry target of 75%);
- High customer satisfaction (4.5 on a scale of 1 – 5);
- USAID's cost to support each PC is 10% below the industry average (independent government-wide study);
- [Enhanced the Help Desk ticketing system](#) to allow USAID employees to enter a Help Desk ticket from anywhere in the world, using a simple interface that prompts for pertinent details about the IT issue or request. Through the same interface, employees can track their ticket status and search for easy solutions to common problems.

What Does this Mean to You?

When you come into work you can depend on doing your work without interruption. When there are technical difficulties, you get help when you need it. There is a [single location](#) for reporting computer problems; you can view the record of problems being solved.

For more information contact Sandy Sozio at (202) 712-0377 or ssozio@usaid.gov.

FISMA

What is it?

While you cannot see the cyber threats posed to USAID's network they are real. Attackers are constantly trying to exploit weaknesses in our systems. The Federal Information Security Management Act of 2002 (FISMA) mandates that all federal agencies implement a risk-based information systems security program to identify and manage those risks. The Congressional Committee on Oversight and Government Reform uses several key performance measures that to annually grade, on an A-F scale, each agency's compliance with the Act. Since the inception of the grading program, the federal government as a whole has never averaged higher than a C-.



Philip Heneghan

What We've Done

Philip Heneghan, USAID Chief Information Security Officer, has managed the USAID information security program since his return to USAID in 2002. Starting in 2004, USAID became the first federal agency to ever receive an A+ and has received an A+ each of the past three years. As required in 2007, USAID:

- provided security awareness training to every USAID employee,
- documented the risks of all 26 critical agency and contractor systems, and
- reported each of the 185 information security incidents to the U.S. Computer Emergency Response Team.

What Does this Mean to You?

Our FISMA grade indicates that we are doing a great job identifying the risks to our servers and workstations, systems you rely on every day, and effectively managing those risks so that USAID can complete its mission.

For more information contact Philip M. Heneghan, Chief Information Security Officer, at (703) 666-1293 or pheneghan@usaid.gov.

LIBRARY

What is it?

Did you know that USAID has a [library](#)? Physically located in the Ronald Reagan Building in Washington, D.C., it offers the full range of traditional and digital library resources to enhance and support your international development research. We provide access to a number of commercial databases from your desktop and training on how to use them. The Learning Resources Center provides country briefing packets to help you prepare for TDYs and a self study multimedia center that supports professional development. Both the Library and LRC are part of the Knowledge Services Center, USAID's hub for library, research, and knowledge management.



Karen White, Fatmata McCormack

What We've Done

Since July 2007, librarians have:

- Provided 2,650 full-text journal articles in response to research requests;
- Circulated nearly 1,000 books, videos, and audiotapes to Agency staff;
- Extended resources in libraries nationwide to USAID staff through more than 1,500 interlibrary loan requests; and
- Provided 485 "quick facts" to requesters needing information on development topics and due diligence support.

"I've been so impressed with the due diligence research support you and your team have given us and various USAID Missions. I'm always telling Missions about it. Everyone is grateful to have the extra help since this can be a time consuming process."

- Katie Carroll,
ODP/PSA

What Does this Mean to You?

We save you time by identifying reliable, accurate, and timely information in development-oriented databases that goes well beyond "googling." Let us assist you with your general research needs.

For more information and support contact us at ksc@usaid.gov or 202.712.0579, or visit our [webpage](#).

EADS

What is it?

The Economic Analysis & Data Services (EADS) team saves you time creating reports and compiling data. Specifically, EADS built and maintains the [Economic and Social Data Base](#) (ESDB). This database eliminates the need to get economic and social data by going out to other sources. The ESDB gives USAID and Department of State staff desktop access, from a [single source](#), to the developing country data they need on a daily basis.



Judy Coker, Frank Martin

What We've Done

EADS collects 6,000 data series on two hundred countries from over seventy-five sources and organizes the data by country, sector, and source. The ESDB has an easy-to-use query system and dozens of data visualization products. The EADS economists work with USAID technical offices to create specialized products that contribute to strategic planning, country performance reviews, and Congressional reporting.

What Does this Mean to You?

USAID employees do not have to go to UNESCO for education data, the IMF for government finance data, and the United Nations for population data. The ESDB has already done the data collection work for you. The ESDB saves USAID employees thousands of hours that would have been spent searching for data. Employees add high-quality ESDB graphics and data to briefing papers and reports with a few clicks of the mouse 14,000 times a year.

For more information contact Frank Martin (703) 778-2669 or Judy Coker jcoker@usaid.gov.

RESEARCH SERVICES

What is it?

Sometimes cursory research is not enough. You may need to write a detailed report, make a tough and complex policy decision, or draft a memo based on subject matter outside your area of expertise. It takes time and effort to gather the data and information needed to make decisions and communicate effectively. The Research Services team can help. It is comprised of sectoral and regional experts with advanced degrees. Combining our subject matter expertise with advanced searching skills, we gather, analyze and synthesize information from a wide variety of sources to deliver customized in-depth reports, memos, synopses and [annotated bibliographies](#) to support your work.



Christina Blumel

What We've Done

In October the Europe and Eurasia (E&E) Bureau's Health and Social Transition Teams held a four day [workshop](#) for 72 staff in Tbilisi, Georgia including sessions on remittances and migration. The trainers had neither the time nor expertise to comb through the vast amount of research and examples of successful projects worldwide. To design the workshop, they needed a review of the literature on this topic. They reached out to Research Services, who quickly and professionally drafted an [annotated bibliography](#) of the best books, articles, and project documents. This enabled USAID staff from the EGAT and E&E Bureaus to prepare training materials and to speak more authoritatively. It also yielded a resource document which the trainers handed out to participants, heightening the effectiveness of the training course.

What Does this Mean to You?

To make quality decisions in the complex arena of international development, you need timely access to the best scholarly and policy related research. Research Services saves you time and ensures you have access to information that is comprehensively sourced and tailored to your needs. We preclude re-inventing the wheel, by identifying existing experience and lessons learned.

For more information and research support contact the USAID [Knowledge Services Center](#) at (202) 712-0579 or ksc@usaid.gov.

IT GOVERNANCE

What is it?

According to the IT Governance Institute, sound IT governance ensures that an organization's IT sustains and extends the organization's strategies. USAID is placing more and more emphasis on having disciplined and structured IT governance in place.



Carl Crawford

What We've Done

During the past six months the OCIO strengthened governance structures and standardized processes and procedures. All USAID/W Bureaus now have voting members on the IT Steering Subcommittee (ITSS). The ITSS was active, meeting twelve times since July. As key agency investments progressed through their individual "life cycles", the ITSS provided oversight and recommendations for successful deployment. This approach is based on the IT Project Life Cycle Methodology, which details a common project and systems engineering management framework for each investment. These measures have had the following benefits:

- Improved investment decisions,
- Better alignment of OCIO, Management, and business users,
- Better accountability for success,
- More quickly able to help struggling projects and end failing projects.

What Does this Mean to the Agency?

Disciplined IT Governance increases the agency's ability to quickly deliver the right technology at the least cost. It ensures that IT dollars are invested and managed wisely.

For more information contact Carl Crawford at (202) 712-4299 or ccrawford@usaid.gov.

BLACKBERRY

What is it?

OCIO's Blackberry Support program offers USAID domestic and mission users a competitively-priced service along with support for both technical and billing issues. Once employees receive authorization, we can quickly set them up with service and provide optional services such as International roaming.



Michael Doctor

What We've Done

- October 1, 2007: Reduced FY2008 price for domestic voice and data service by 64% from the FY2007 price, from \$3,521 to \$1,256.
- October 15, 2007 – January 31, 2008: Replaced all existing domestic user devices with new devices of the latest model.
- Introduced a choice of available devices and service options.
- Doubled the number of Blackberry users over the past 6 months

What Does this Mean to You?

Approved users have an affordable way to improve productivity and stay “in-touch” in over 200 countries around the world.

For more information contact Blackberry Support at (703) 666-1477 or bb.support@info.usaid.gov.

What is it?

Electronic Government (E-Gov) is a Presidential initiative to unify, simplify and reduce redundancy in IT systems Government-wide. It streamlines agency operations and helps citizens get better access to government information.



Patrick Mullen

What We've Done

USAID participates in 27 of the 36 inter-agency E-Gov projects which include 9 Lines Of Business (LoBs) and 27 initiatives. Within the last six months, the E-Gov program facilitated:

- Award of a contract to apply Earned Value Management (EVM) for many IT investments. EVM empowers management to better measure projects' performance and help struggling projects sooner;
- A partnership with the International Trade Data System (ITDS) to save the cost of developing a USAID trade data processing system. ITDS will provide the agency with up-to-date import and export data;
- Award of a contract to replace the Agency's obsolete time and attendance system (Human Resources LoB). The new system will be more accurate and easier to maintain.

What Does this Mean to You?

[USAID E-Gov](#) leverages the efforts of other Agencies. As a result, it reduces demands on already strained USAID budgets, schedules and people. It thus increases the resources available for your programs.

For more information contact Patrick Mullen at (202) 712-1721 or pmullen@usaid.gov.

HSPD-12

What is it?

Homeland Security Presidential Directive – 12 was signed into law August 27, 2004. It establishes a mandatory, federal government-wide standard for identification of federal employees and contractors. It will secure the workplace, ensuring that we are adequately protected from people trying to enter a government facility or computer system under false pretences.



Shirl Hendley

What We've Done

Over the past six months, USAID has made the following progress:

- Doubled capacity for issuing badges;
- To date, USAID has issued 1,036 ID badges; by percentage, we are one of the leading issuers of badges;
- Partnered with Department of State. This has reduced costs, accelerated progress, and increased interoperability with our sister agency.

What Does this Mean to You?

Until you receive further notice continue to use your old ID badge. However, USAID is issuing new, HSPD-12 compliant badges in phases within each Bureau. These HSPD-12 badges allow USAID employees to enter Department of State. In the future HSPD-12 badges will allow you to enter USAID and other federal agencies without having to sign in as a visitor.

For more information contact Shirl Hendley at (202) 712-4704 or shendley@usaid.gov.



What is it?

[ASIST](#) (Agency Secure Image and Storage Tracking system) is USAID's standard application for electronic document management. ASIST is based on Documentum and is a popular solution among OCIO customers that require secure document management, workflow processing, and storage of vital agency records. First installed three years ago, ASIST is now used in OAA, LPA, and 44 missions.



Joyce Harris, Danny You,
and Glenn Walker

What We've Done

Over the past three years, we have:

- Made document management processes faster and easier.
- Saved money by eliminating multiple standalone legacy document archives around the world;
- Transferred more than 700,000 paper documents to electronic formats; and
- Migrated hundreds of thousands of unsecured documents from proprietary formats.

“The ASIST tool significantly increases a Mission’s operational efficiency, improves internal controls, and ultimately saves costs.”

- Claire Johnson,
USAID/Philippines

What Does this Mean to You?

ASIST is web-based and intuitive. It can help you improve efficiency in managing vouchers, travel authorizations, human resource files, and many other official documents. You can get access from anywhere in the world. If you still have stacks of paper-based records, let us help you convert to more efficient electronic processes. After procuring licenses you can easily and cost effectively use OCIO's task order for ASIST implementation and support.

For more information or to request training on ASIST contact S. Danny You (syou@usaid.gov) or the ASIST Help Desk at (703) 666-1161 or dsupport@usaid.gov.

WEB SERVICES

What is it?

[Web Services](#) is the organization that runs the USAID Internet, intranet, and extranet sites. We also provide a range of web-related services and support to you: We design and host websites, develop online surveys, create mailing lists, capture web statistics, and integrate search engines into existing websites.



Bill Wood

What We've Done

In the past six months we have:

- Piloted a web-based collaboration solution called “Interact,” which includes blogging, wiki, threaded discussion, and web-based email functionality to foster online collaboration.
- Empowered several organizations to obtain web services, including: USAID/Iraq, USAID/Pakistan, USAID/DoS Joint Management Council (JMC), Human Resources (M/HR), Office of Democracy and Governance (DCHA/DG), Office of Education (EGAT/ED), and Volunteers for Prosperity (DCHA/VFP). Each of them used our web services task order.
- Developed 11 online surveys.

What Does this Mean to You?

Web Services can help your organization take advantage of an array of web-based tools and applications to help you achieve your goals. Whether it's communicating information to the public or collaborating with partners, we can help you implement the best solution. You can use our task order and pre-existing relationships with vendors to procure web services *easily* and more *cost effectively* than trying to do it independently.

For more information contact Bill Wood at (202) 712-1019 or bwood@usaid.gov.