

United States Agency for International Development

And United States Department of State

Joint Enterprise Architecture Implementation Plan



Fiscal Years 2003-2005

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Message

The United States Agency for International Development and the United States Department of State are dedicated to realizing the President's vision for a reformed government that is:

- **Citizen-centered**, not bureaucracy-centered;
- **Results-oriented**; and
- **Market-based**, actively promoting innovation.

Building on the successful partnership that is driving the production of a unified Department of State and U.S. Agency for International Development Strategic Plan, we have articulated a shared goal of developing a single, integrated Enterprise Architecture that is applicable to the business of both agencies.

As we enter the 21st Century, the Department of State and Agency for International Development are facing unprecedented change in the conduct of international relations and international development. At the same time, we are experiencing tremendous change in the technology tools and approaches we employ to support our related missions. The development of an integrated Enterprise Architecture is essential to our mutual success in this new environment and we are pleased to demonstrate our commitment through this plan.

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Bruce Morrison
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Executive Summary/Strategy

This plan is a culmination of a number of collaborative IT efforts the two organizations have undertaken in recent years from sharing computer facilities at Beltsville to the short-cut e-mail routing project. More recently there is exploration of the DOS Post Administrative Software Suite (PASS) to serve the administrative needs of Executive Officers in USAID Missions. Also there is a review to expand AID participation in the State Messaging and Archiving Retrieval Toolset (SMART). These efforts, combined with the recent formulation of a joint strategic plan, assure that our shared vision for both organizations rests on a foundation of past success.

Our common goal is to create a shared architecture vision to guide both organizations future investment in technology in accordance with the draft Joint Department of State and USAID Strategic Plan 2004-2009. The implementation period outlined in this plan allows for a rational and disciplined methodical approach to assure a minimally intrusive integration of tools and methods within a three year horizon. To ensure the most cost effective model for collaboration, USAID and DoS will request guidance from OMB in formally adopting a single methodology to be applied for the joint EA completion.

Our work toward a fully integrated Enterprise Architecture will be pursued in a manner that should serve as a model for collaboration throughout government.

Objectives

Goals and Milestones – Fiscal Year 2003

Milestones	Due	Status	Action	Comments
Propose that a strategy related to a joint Enterprise Architecture be reflected in the draft U.S. Department of State and US. Agency for International Development Strategic Plan.	February 2003	Done	State/USAID	
USAID to join the State Enterprise Architecture working group.	February 2003	Done	State/USAID	
Prepare the bureau and office-specific documentation packages for USAID and State that are necessary to obtaining the “As-Is” information for the joint Enterprise Architecture.	February 2003	Done	State	
Identify opportunities for integration and collaboration in FY 2003 and secure business owner support.	March 2003	Done	State/USAID	The FMS component of the collaborative architecture will be led by State, but the representatives have not been determined

				A collaborative architecture proposal is also being considered for HIV with AID leading the effort
<p>State and USAID to establish a joint Enterprise Architecture Governance Board with membership based on the previously established working group.</p> <p>This Board will ultimately report findings and results to the State – USAID Joint Management Council that will be established after the completion of the joint Strategic Plan</p>	April 2003	In-Progress	State/USAID	<p>Membership will be continually adjusted to include representatives from those areas where joint “to be” and “transition-plan” are targeted. Membership will be expanded to include additional stakeholders as necessary. Membership will include at minimum, USAID’s Deputy CIO for Policy and State’s A/CIO, E-Diplomacy Director, M/P Director.</p>
Develop and vet USAID and Department of State joint Enterprise Architecture	April 2003	In-Progress	State/USAID	Due to OMB April 11, 2003

Implementation Plan.				
Establish USAID and Department of State joint Enterprise Architecture “Next Steps Committee”	April 2003	In-Progress	State/USAID	
Complete the State and USAID “As-Is” documentation using the State methodology.	April 2003	In-Progress	AID/State	USAID “As-Is” efforts will be completed by April 30
Develop and articulate the Financial Systems “To-be” architecture. If jointly approved, develop the HIV “To-be” architecture	TBD	On-Going	State/USAID	
Evaluate and develop joint Exhibit 300’s as appropriate for FY 2005.	April 2003	Planned	State/USAID	
Perform a gap analysis and develop the “Transition Plan” for the Financial Systems architecture and if approved the HIV architecture	June 2003	On-Going	State/USAID	
Complete State’s	September			Note: Joint “As-

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FY 2003 Enterprise Architecture that includes a joint State/AID “As-is” architecture.	2003			Is” and select function “To-Be’ and “Transition Plan” only.
Governance Board to provide strategic guidance for FY 2004 based on policy guidance provided by State – USAID Joint Management Council.	September 2003	Planned	State/USAID	Governance Board may identify other areas for collaboration in FY04.
Governance Board to facilitate selection of common methodology, framework, and electronic tools for FY 2004. Governance Board may identify other areas for collaboration in FY 2004)	September 2003	Planned	State / AID	Additional FEAPMO and OMB guidance related to the integration of the OMB A-130 approved and CIO council endorsed Agency-specific Enterprise Architecture framework and the Federal Enterprise Architecture Reference model based framework is expected.

Goals and Milestones – Fiscal Year 2004

Milestones	Due	Status	Action	Comments
Evaluate and apply lessons learned from FY 2003 to FY 2004 integration activities.	November 2003	Planned	State/USAID	
Update the joint “As-Is” Enterprise Architecture prepared for FY 2003.	February 2004	Planned	State/USAID	Applying guidance advised by OMB in September 2003.
Evaluate and develop joint Exhibit 300’s as appropriate for FY 2006.	April 2004	Planned	State/USAID	
Update and expand the joint “To-Be” and “Transition Plan” elements reflected in the FY 2003 Enterprise Architecture.	May 2004	Planned	State/USAID	Applying guidance advised by OMB in September 2003.
State – USAID Joint Management Council approved and EA Governance Board directed FY 2004 collaborative “To-be” architectures. Candidate collaborative “To-be” FY 2004 architectures already being	May 2004	Planned	State/USAID	

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considered are Telecommunications and Enterprise Licenses				
Perform a gap analysis and develop the “Transition Plan” for the FY 2004 “To-be” architectures	June 2004	Planned	State/USAID	
Complete the joint FY 2004 Enterprise Architecture.	September 2004	Planned	State-lead/USAID	Note: Joint “As-Is” and select function “To-Be’ and “Transition Plan” only.
Governance Board to provide strategic guidance for FY 2005 based on policy guidance provided by State – USAID Joint Management Council.	September 2004	Planned	State/AID	Governance Board may identify other areas for collaboration in FY04.

Goals and Milestones – Fiscal Year 2005

Milestones	Due	Status	Action	Comments
Evaluate and apply lessons learned from FY2004 to FY 2005 integration activities.	November 2005	Planned	State/USAID	
Update the joint “As-Is” Enterprise Architecture prepared for FY2004	February 2005	Planned	State/USAID	
Update and expand the joint “To-Be” and “Transition Plan” elements reflected in the FY 2004 Enterprise Architecture.	March 2005	Planned	State/USAID	
Evaluate and develop joint Exhibit 300’s as appropriate for FY 2007.	April 2005	Planned	State/USAID	
State – USAID Joint Management Council approved and EA Governance Board directed FY 2005 collaborative “To-be” architectures.	April 2005	On-Going	State/USAID	
Perform a gap analysis and develop the “Transition Plan” for the FY 2005	May 2005	On-Going	State/USAID	

collaborative “To-be” architectures				
Publish the Joint State/USAID Enterprise Architecture.	September 2005	Planned	State/USAID	Note: Joint “As-Is” and “To-Be’ and “Transition Plan”.
Governance Board to provide strategic guidance for FY 2006-2009 based on policy guidance provided by State – USAID Joint Management Council.	September 2005	Planned		Governance Board will also ensure that joint EA vision in 06-09 continues to be in alignment with U.S. Department of State and US. Agency for International Development Strategic Plan. Governance Board may identify other areas for collaboration in FY06-09.

Risk Discussion/Management/Mitigation

Timelines

The Department of State began production of its Enterprise Architecture prior to the Agency for International Development and the two Enterprise Architecture efforts are at different stages. Both agencies are working to mitigate the impact of this situation.

Specifically, State has an OMB approved plan for the completion of the State EA version two by September 2003. USAID has an OMB approved business case for the completion of an USAID EA by September 2004. The approved business case was to be initiated on January 2003. Capital funding support to initiate this effort is currently anticipated in April 2003. While these divergent paths and timelines present challenges, OMB, USAID, and State have worked together to devise a process, of which this plan is an integral component, which will facilitate integration of the two Enterprise Architectures without significant impact on the two timelines.

Methodologies and Frameworks

The Department of State adopted the CIO Council-and OMB A-130 approved Federal Enterprise Architecture framework for the production of its Enterprise Architecture at a time when there was not a federal, reference model-based framework available¹. The U.S. Agency for International Development anticipates using the OMB developed Federal Enterprise Architecture reference model-based framework that is now partially available from OMB. While the two approaches must differ in FY 2003 and 2004, State and AID have committed to identifying common frameworks, methodologies, and electronic tools to facilitate the total integration of our Enterprise Architectures in FY 2005.

Funding

While USAID is working creatively to move the joint Enterprise Architecture initiative immediately forward in FY 2003, USAID's flexibility in this regard is hampered by a lack of funding. The timely release of funding for USAID's Enterprise Architecture efforts will be extremely beneficial to our joint efforts.

¹ Federal Enterprise Architecture Framework ver 1.1 dated September 1999.

Appendices/Reference

U.S. Department of State and US. Agency for International Development
Strategic Planning Framework

USAID Exhibit 300 - Enterprise Architecture

Dept of State Enterprise Architecture Version Two Project Plan