



United States Agency for International Development
Information Technology Strategic Plan

Fiscal Years 2011-2013



USAID
FROM THE AMERICAN PEOPLE

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Information Technology Strategic Plan

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A Message from the CIO

I am excited to issue this United States Agency for International Development (USAID) Information Technology Strategic Plan (ITSP) for 2011-2013. This plan is a progressive vision of how information technology (IT) will support the Agency's development mission.

This vision anticipates and enables the emergence of the "development entrepreneur," and supports the *USAID Forward* goals and approach to bringing forth a more dynamic, collaborative, and innovative model for delivering international aid. We intend to improve confidence in Agency data through increased transparency, support greater collaboration within the Agency and with our partners, and improve Agency business processes. Our fundamental goal is to provide superior services to our customers, whether by enhancing our IT systems and infrastructure or by supporting innovative business processes.

We will bring these new technologies and services to the Agency while fulfilling our commitment to management responsibility and oversight of all IT resources, investments, and programs throughout USAID. The ITSP 2011-2013 establishes clear and meaningful performance measurements, directly tied to our

delivery of the technologies and services that will enable the Agency's strategic performance. We will report these measurements on a regular basis, fulfilling our commitment to continuously improve our performance and services.

We are at an exciting and pivotal time for USAID and the OCIO. This plan re-imagines the OCIO's role, as USAID itself takes a new strategic direction. I am confident that, in partnership with our customers across USAID, we will achieve the goals of *USAID Forward*, leveraging new technologies and approaches to fulfill our development mission.

Sincerely,

Jerry Horton
Chief Information Officer
United States Agency for International
Development

Introduction

This USAID Information Technology Strategic Plan (ITSP) 2011-2013 re-imagines the role that information technology will play in supporting the Agency's mission. Our vision anticipates and enables the emergence of the "development entrepreneur," and facilitates the USAID Forward goals and approach to bringing forth a more dynamic, collaborative, and innovative model for delivering international aid.

The increasing pace of global change poses a key challenge for the Agency, creating new and changing development and economic drivers. Advances in technology have simultaneously redefined the role that IT can play in achieving USAID's mission, and provided avenues of economic growth for our developing country partners. USAID's Office of the Chief Information Officer (OCIO) will provide a new set of exciting tools and capabilities to match the pace of change and support the current strategic direction of the Agency.

The global scope of USAID's goals and the nature of development work create unique challenges to developing, delivering, and maintaining reliable IT services. While new technologies have opened up new possibilities for international development, demands for IT services that facilitate accountability, transparency, and accurate reporting have also increased.

USAID personnel expect new and improved IT-enabled services to support them in their jobs. All USAID staff, regardless of location, requires reliable and accessible tools that provide on-demand access to knowledge and information. Actively engaging with stakeholders, such as the Department of State, Office of Management and Budget (OMB), Congress, and the White House, requires improved quantitative and qualitative reporting capabilities so that that we can more effectively measure

7:57 AM – Balochistan, Afghanistan: The economic growth officer checks his phone and sees the email from his Mission Director asking to be included in the soil sample report. He takes the sample and his cell phone analyzes its acidity and composition. He clicks "send" and the analysis, with GIS information from his cell phone included, is uploaded.

and communicate our development impact. Many of our development partners, all working to do more with less, are trying to scale and leverage resources through improved collaboration.

Industry experts, technology trends, relevant industry data and benchmarks from comparable organizations in the public and private sectors, all informed our strategic approach. This included taking into account recent guidance such as the Federal CIO's '25 Point Implementation Plan to Reform Federal

WHAT THE ITSP MEANS TO THE AGENCY: BETTER INFORMATION, MORE COLLABORATION, AND IMPROVED PERFORMANCE

7:45 AM – Kabul, Afghanistan: On her way to the office, the Mission Director opens her mobile 'tablet' computer- at the top left of her screen is a picture showing 25 new emails, six documents waiting for her review, and three new comments on a blog post she made the night before. At the top right of her screen, a graph summarizes upcoming Mission staff changes. A ticker-tape style "crawl" across the bottom of her screen summarizes the local Afghan news and major American news stories. In the middle of the screen, a dial shows the exact amount of money spent, the most recent expenditures, and how much is left to be spent on all the key contracts her Mission is managing. In a glance she notices that a new economic growth agriculture project in the south-west Province of Balochistan should have some new soil samples to share today. She shoots a quick email to the economic growth officer who is overseeing the project, asking to be included in receiving the results of the soil sample report.

Information Technology Management' as well as specific lessons learned from the USAID experience. In particular, feedback was gathered from Agency staff all over the world as part of the OCIO's strategic outreach efforts. This included conferences, site visits, and consultations with staff—from the Agency leadership to front line officers around the world. From this ITSP, and in continued collaboration with our stakeholders, other OCIO planning documents such as the Office's budget, governance reports, Enterprise Architecture (EA) Target Architecture, and the Enterprise Transition Roadmap, will be developed.

Our strategic IT direction is defined by guiding principles that have shaped a set of strategic goals that will enable us to become a trusted partner to the rest of the Agency. We have also defined four initiatives, with supporting key performance indicators (KPI), which provide specific action plans for achieving our strategic goals. To provide accountability on our progress, we will measure and report on these indicators on a regular basis. IT investments will be adjusted as necessary to ensure that they are on track toward accomplishing the Agency's strategic vision and goals. The ITSP is tied directly to the USAID Forward initiatives, as shown in Appendix A, which maps ITSP goals to the Agency reform efforts to modernize and strengthen USAID.

This ITSP has been designed to meet the current and future challenges of the Agency and its staff, stakeholders, and partners. The plan's four overarching initiatives are designed to maximize USAID's development impact by: providing staff personnel with the tools to generate knowledge and fully access, analyze, and share agency-wide data and information; employ a business-centric approach to their missions; improve the effectiveness of their work, and; create a standard of operational excellence for all users.

We believe that partnership enables success, and we are committed to becoming a trusted advisor to Agency staff, partners, and stakeholders. Being a trusted advisor means understanding our

8:21 AM – Afghanistan: A notice appears in the upper left hand of the Mission Director's tablet screen, and on the Economic Growth officer's cell phone, letting them know that the analysis is complete and recommendations for treatment are available.

customers, viewing their success as our own, and being relied on for innovation and service delivery. Our aim is to ensure that USAID's development professionals are not only supported, but also enabled to innovate and improve their performance by the Agency's enterprise IT solutions. By improving our resource management through workforce development, increased transparency and accountability, and better collaboration and communication, we will become more cost-efficient and customer service oriented.

11:28 PM – Washington, DC: A member of the project team in Washington sees a notice in her Outlook mailbox, informing her that the new soil sample data is available. When she opens the message, the soil sample results are automatically loaded into her favorite chemical analysis program and compared with previous data sets she works with. The soil looks good, it will likely become very productive with a treatment regimen common to the local area. She adds the new soil analysis, treatment regimen, and her notes, and saves the document back to the team portal.

Figure 1, “USAID Target Business Architecture for 2013,” graphically depicts how we envision technology supporting the Agency’s *USAID Forward* operating model, and the development entrepreneur at its center.

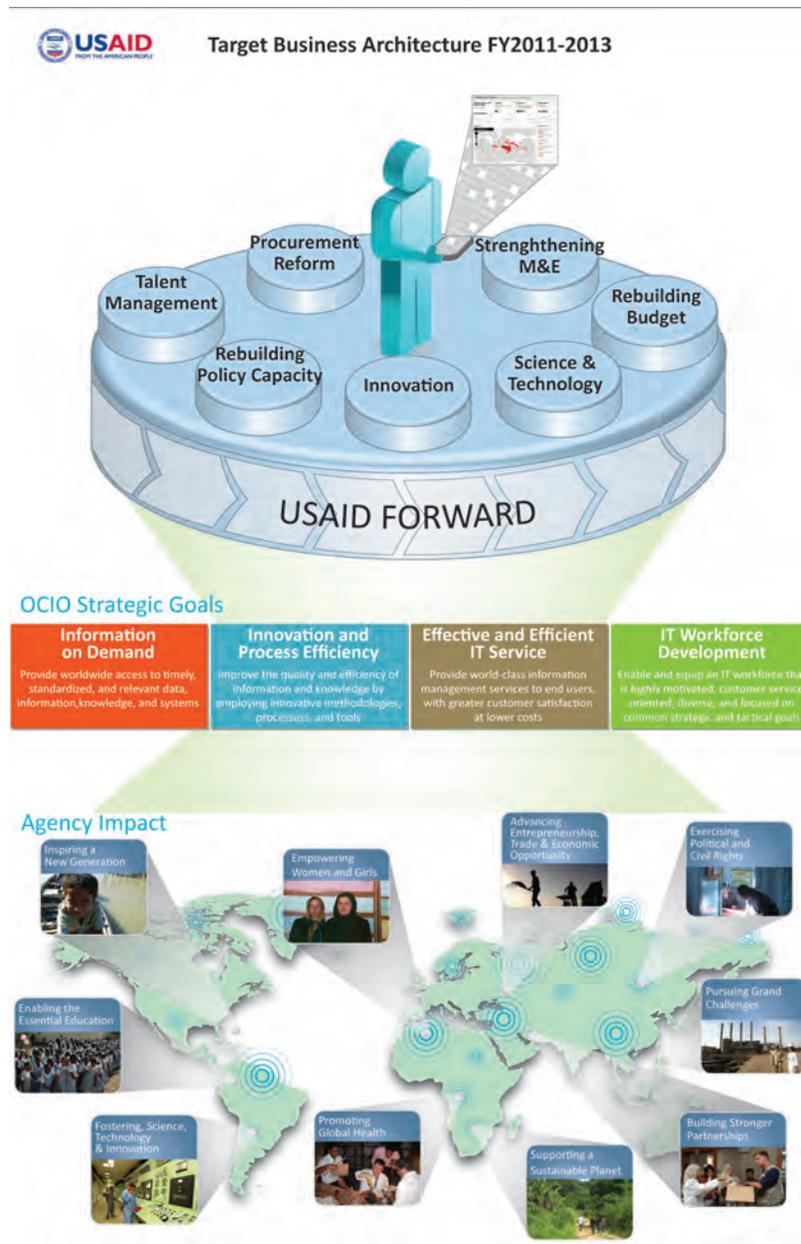


Figure 1 - USAID Target Business Architecture for 2013

Figure 2, “USAID’s Target Technology Architecture for 2013,” represents our current design for providing the Agency with the technologies and services to support the development entrepreneur and the *USAID Forward* goals.

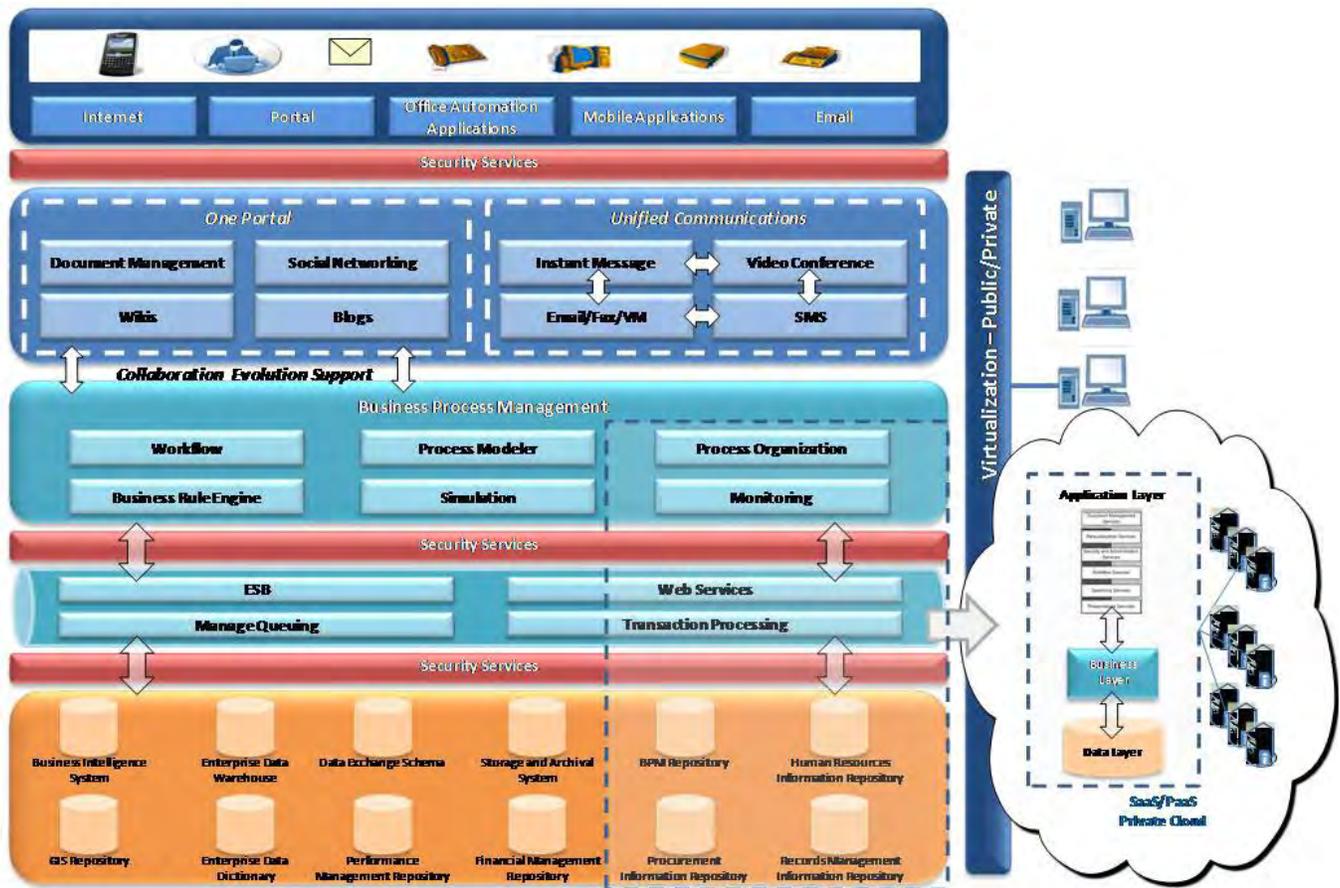


Figure 2 - USAID’s Target Technology Architecture for 2013

The OCIO is excited to tackle these demands and accomplish our mission to provide expertise, innovative insights, and superior information technology management services to enable USAID missions and offices to achieve the Agency’s goals and objectives. Through hard work, focus, and determination, we will achieve our vision to serve as a trusted and collaborative advisor for our customers, recognized for our exceptional customer service, agility, and innovation.

OCIO Vision, Mission, and Goals

Our Vision:

Serve as a trusted and collaborative advisor for our customers, recognized for our exceptional customer service, agility, and innovation in our delivery of effective and efficient enterprise information services and solutions that help our customers achieve excellence.

Our Mission:

Provide expertise, innovative insights, and superior information management services to enable USAID missions and offices to achieve the Agency's goals and objectives.

Our Goals:

OCIO has established four organizational goals for 2011-2013. These goals align with the Agency's USAID Forward focus on modernization and operational excellence while supporting the unique opportunities and objectives of the OCIO:

Goal 1

Information on Demand

Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.

Goal 2

Innovation and Process Efficiency

Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

Goal 3

Effective and Efficient IT Service

Provide world-class information services to end users, with greater customer satisfaction at lower costs.

Goal 4

IT Workforce Development

Enable and equip a high performance IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.

Information on Demand

Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.

Information on Demand will focus and coordinate Agency efforts on data, information, and knowledge management. As USAID modernizes and strengthens its operations we will rely to an even greater degree on information for decision-making, performance measurement, and collaboration. The Agency currently employs numerous “cuff,” or local, function-specific systems, each of which stores and isolates its own set of Agency data. Although we have some centralized business systems, their information is not integrated, and we do not provide enterprise-wide information (for example, geographic information).

Guiding Principles— Information on Demand

- Develop mission-focused solutions
- Provide remote and mobile access to all information and tools
- Facilitate integrated enterprise-wide systems
- Promote openness and transparency

USAID collects data and generates information throughout its operations, across all regions, programs, and functions. We will expand current efforts to standardize the format, collection, and storage of this data, enabling the Agency to find and meaningfully combine, compare, and analyze it. We will increase access through improved enterprise search, decreasing the need for multiple passwords, reducing security burdens, and developing applications that work on mobile devices. Information will be provided in a manner that allows users to accurately and efficiently locate, manipulate, and share it with colleagues. The critical IT initiative that will be undertaken to achieve this goal is “Enterprise

WHAT THE ITSP MEANS TO ONE USER: INFORMATION ON DEMAND

A Program Officer in Haiti is concerned about economic distortion created by the aid flows following the January 12th earthquake. She wants to share growth rates across sectors, and compare them with targeted aid flows, and needs this information across all donor organizations – public, private, multilateral, and bilateral. She uses a simple button on her website to connect to the External Info Portal, and shares her information with her colleagues. They discover a strong correlation between aid flows into the vehicle sales and rental sector, which they use to develop a long term automotive sector growth strategy, leveraging the aid flow for greater impact.

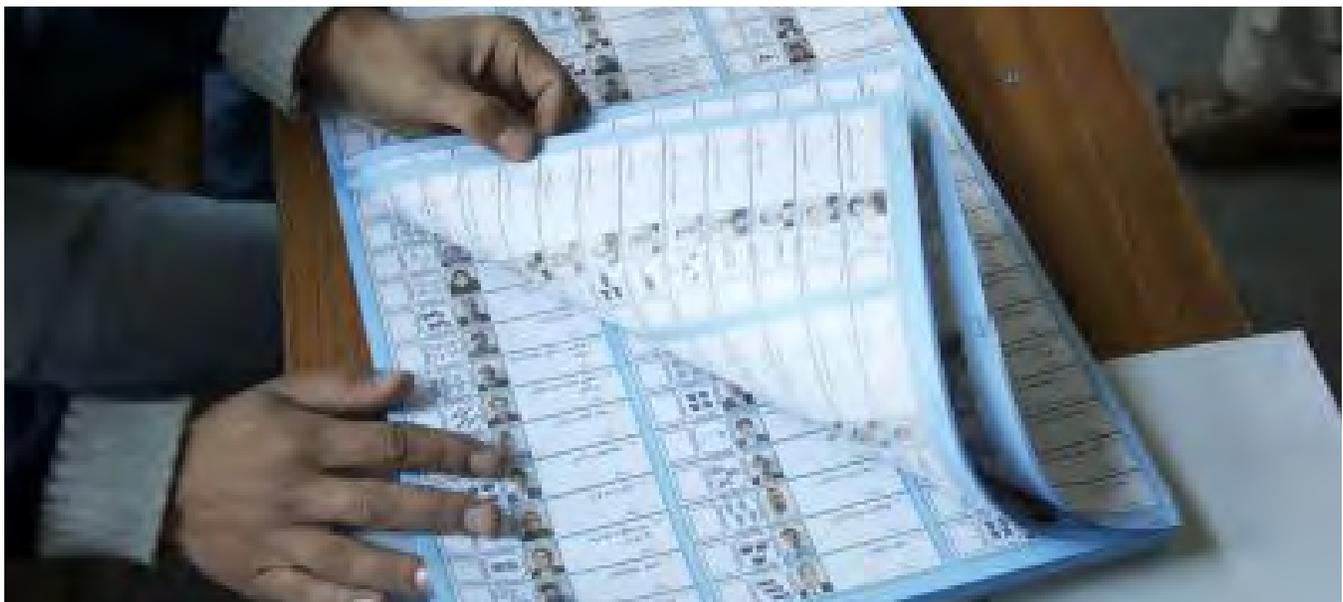
Data Management.” This initiative will make Agency data more available, reliable, and usable.

For *Information on Demand* to be truly successful, its focus must be first and foremost on information that supports the Agency’s development mission. We will improve the connections between budget, accounting, and performance information, and expand support for monitoring and evaluation efforts. The tools we will put in place to expand access to data will be usable by all Agency stakeholders and partners—internal and external, domestic and international.

Information on Demand will result in a single, coherent strategic framework and toolset for information access and sharing at USAID. This “Open Government” approach is consistent with federal mandates and initiatives and supports the Agency goals of improving workforce, performance, and budget processes through more data-driven decisionmaking. Another key benefit will be increased understanding and collaboration with the Agency’s stakeholders and partners.

Goal 1: Information on Demand

Objectives	Initiatives	Key Performance Indicators
Objective 1.1 — Identify, integrate, and manage data sources and connections	<ul style="list-style-type: none"> Enterprise data management strategy, standards, and tools Authoritative data implementation 	<ul style="list-style-type: none"> Percentage of authoritative data sources under policy control Percentage of data integration points implemented
Objective 1.2 —Provide staff with ability to identify and find knowledge generated by Agency activities	<ul style="list-style-type: none"> Data Management Processes and Applications 	<ul style="list-style-type: none"> Percentage of data sources with automated enterprise metadata tagging
Objective 1.3 —Provide staff with on-demand access to knowledge and information	<ul style="list-style-type: none"> Enterprise Search Data Services 	<ul style="list-style-type: none"> Percentage of Agency data stores covered by enterprise search Percentage of data stores tagged with enterprise metadata
Objective 1.4 —Facilitate stakeholder engagement for suppliers and consumers of agency data	<ul style="list-style-type: none"> Analytics Standards and Implementation 	<ul style="list-style-type: none"> Percentage of authoritative data stores covered by assigned roles and rights



Innovation and Process Efficiency

Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

By achieving the *Innovation and Process Efficiency* goal, the OCIO will provide modern IT tools, approaches, systems, and information products to USAID's mission of economic development, disaster assistance, and democracy promotion. This goal will build on current efforts to use social media, collaboration, information sharing, and data management tools across USAID. The OCIO will foster an environment that promotes innovative uses of science and technology, from new mobile computing technology to streamlined business processes, and a focus on partnership.

Guiding Principles—

Innovation and Process Efficiency

- Support creative thinking and a collaborative work community
- Provide flexible and transparent processes
- Facilitate integration of next-generation social media technologies
- Provide self-service tools for process improvement

“Enterprise 2.0” will help the Agency to achieve a more innovative and process-efficient organization. Enterprise 2.0 combines the application of next-generation social technologies and business process management and automation tools. Innovation will be encouraged and supported by providing USAID users with easy-to-use tools for creating content, working together, and sharing knowledge.

USAID's staff of professionals understand how best to do their jobs, and they know what they need to accomplish difficult tasks in changing and challenging circumstances all over the world. The OCIO will empower USAID's global

WHAT THE ITSP MEANS TO ONE USER: INNOVATION AND PROCESS EFFICIENCY

An Executive Officer in Egypt uses the Agency Performance Portal to compare how long her office's acquisition process takes to similar Missions in LAC and AFR, and finds she spends 20% more time on acquisitions below \$5M. She can easily view their acquisition process model online, and she sees that the Mission in LAC practices “just in time” sourcing, while the mission in AFR relies on exception handling to ensure process quality. She combines these two approaches, and shares a new process with her counterparts in AFR and LAC. The new process is distributed to three similar Missions resulting in a 15% decrease in the amount of time spent on acquisitions below \$5M for the six Missions.

workforce through new intuitive tools for users to engage with structured or unstructured Agency data. These tools include: search and retrieval, multi-media communications, language translation, online community building, professional networking, geographic information systems, and complex data analysis. In addition, the OCIO will provide business process improvement and automation support to assist the Agency in streamlining and strengthening operations.

One result of the *Innovation and Process Efficiency* goal will be to institutionalize modern collaboration capabilities into the fabric of the Agency's work, processes, culture, and toolsets. Across the board, users will be given the time, space, and technology they need to implement their innovative ideas in support of the Agency mission. Improved and automated business processes will help to rebuild the Agency's policy capacity, strengthen monitoring and evaluation efforts, and support attracting and retaining the best achievable workforce.

Goal 2: Innovation and Process Efficiency

Objectives	Initiatives	Key Performance Indicators
<p>Objective 2.1—Promote innovation through collaboration and process transparency</p>	<ul style="list-style-type: none"> Enterprise 2.0 Strategy, Standards, and Plan “One Portal” Unified Communication Collaboration Evolution Support Single Sign On 	<ul style="list-style-type: none"> Percentage of business processes with integrated collaboration Percentage of systems integrated into “One Portal” Percentage of systems using Single Sign On
<p>Objective 2.2—Ensure proper alignment of IT solutions with future-state business processes</p>	<ul style="list-style-type: none"> Business Process Management Strategy, Standards 	<ul style="list-style-type: none"> Percentage of Agency future-state business processes documented Percentage reduction in process automation implementation time Percentage reduction in process automation implementation cost
<p>Objective 2.3—Integrate performance management across the Agency</p>	<ul style="list-style-type: none"> Business Process Management System Implementation 	<ul style="list-style-type: none"> Percentage of select business processes implemented with process performance measurement Improving business process performance



Effective and Efficient IT Services

Provide world-class information services to end users, with greater customer satisfaction at lower costs.

To provide the most *Effective and Efficient IT Services*, the OCIO will leverage the most advanced infrastructure technologies, including virtualization, processing platforms, and mobile computing. Through enterprise system integration and business process improvements, the highest achievable quality of IT services will be delivered to Agency offices, regions, bureaus, and missions.

To accomplish this, USAID is planning a sophisticated global computing environment that will include a hybrid Cloud Computing model, leveraging internal infrastructure and external Cloud Computing services. Cloud Computing is a model that enables convenient, on-demand network access to a global pool of computing resources on an as-needed basis, providing access to all of our enterprise information and tools anywhere in the world with an Internet connection.

Guiding Principles— Effective and Efficient IT Services

- Enable an always-available IT platform infrastructure
- Facilitate performance measurement for constant improvement
- Provide balanced security and risk management
- Improve management through service level agreements (SLA)

Delivering *Effective and Efficient IT Services* includes supporting business continuity and disaster recovery by combining improved management with network infrastructure optimization. We will improve storage and access to all Agency enterprise information and increase security by reducing the need to retain

WHAT THE ITSP MEANS TO ONE USER: EFFECTIVE AND EFFICIENT IT SERVICES

A Program Officer is stranded in Tbilisi when the country's internet infrastructure suffers a "Denial of Service" attack from unknown assailants. His internet connection with the local ISP fails, but his cell phone still works. By using cloud-based applications, he does not have to connect to a server at the Mission, but can access the Emergency Staff Locator through a lightweight application on his phone, which uses a cloud service hosted outside of Georgia. He is able to let his team and family know where he is, that he is safe, and what his travel plans are.

sensitive data in multiple locations. Technical staff personnel around the world will be able to shift their focus to more development-related activities as we centralize IT service delivery. Experts on OCIO's IT staff will be able to more fully engage with development professionals, identifying and implementing innovative uses of IT, rather than performing routine maintenance and support functions.

The OCIO's expertise and understanding of Cloud Computing, developed through our experience applying these technologies, will be a powerful new tool supporting the Agency's development mission. We believe Cloud Computing has significant potential to enhance private sector and civil society development in the same way, but on a much greater scale, as mobile telephony. Cloud Computing may be a "leapfrog" technology – providing affordable, on-demand access to the advanced business methods and tools found in enterprise software and services. We are very excited at the prospect of supporting this emerging strategic trend in Information and Communications Technology (ICT) development assistance with USAID partners.

Goal 3: Effective and Efficient IT Service Delivery

Objectives	Initiatives	Key Performance Indicators
Objective 3.1 —Improve user satisfaction	<ul style="list-style-type: none"> Cloud Infrastructure Management Private Cloud – Software as a Service (SaaS) Public Cloud – SaaS 	<ul style="list-style-type: none"> Improved customer satisfaction rating – including a bi-annual survey, quality of service, and fulfillment rating Public Cloud SLA performance Private Cloud SLA performance
Objective 3.2 —Improve system availability and the Continuity of Operations (COOP) Plan	<ul style="list-style-type: none"> Cloud Strategy and Standards Private Cloud Design and Implementation Cloud Infrastructure Management Private Cloud – Platform as a Service (PaaS) Public Cloud – PaaS 	<ul style="list-style-type: none"> System availability metrics improvement Percentage of annual operations and maintenance (O&M) savings Percentage of systems certified and accredited (C&A) per the Federal Information Security Management Act’s annual reporting requirement
Objective 3.3 —Integrated security planning and monitoring	<ul style="list-style-type: none"> Cloud Infrastructure Management 	<ul style="list-style-type: none"> Private Cloud Security SLA metrics improvement Public Cloud Security SLA metrics improvement
Objective 3.4 —Engage user community with information, collaboration, and expanded partnerships	<ul style="list-style-type: none"> Communications Strategy 	<ul style="list-style-type: none"> Improved stakeholder satisfaction Percentage of Agency staff and stakeholders collaborating online



IT Workforce Development

Enable and equip an IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.

To achieve our vision and mission, OCIO must attract, develop, and maintain a cadre of skilled, creative, and motivated federal IT professionals. We will execute a strategic approach to IT workforce development, one that will enable high performance and demonstrate our commitment to our team's professional development.

Guiding Principles— Workforce Development

- Foster customer service orientation
- Facilitate innovative problem solving
- Provide technical expertise and support performance-based management
- Promote a culture of continuous learning

The OCIO will attract and retain extremely competent, talented, and diverse federal employees who demand and deliver sustained excellence. To do so, we will assess and develop our workforce, applying a blended training approach that addresses career development, skill gaps, and emerging trends and technologies. We will institutionalize a culture of collaboration that incorporates teamwork into job performance, including rewarding and recognizing staff members for their knowledge-sharing and contribution to innovative solutions. The organization will promote a culture of continuous learning by enabling effective development programs at all levels.

WHAT THE ITSP MEANS TO ONE USER: IT WORKFORCE DEVELOPMENT

A Program Officer in Indonesia wants to support newly passed government information transparency laws. He contacts the OCIO and requests a consultation with its smart phone application developers in DC and a non-profit software development organization in Jakarta. By sharing their open source technology, USAID provides the non-profit with a set of “building blocks” for developing a smart phone reader for documents being released online. The free, online distribution of this phone app dramatically increases the distribution and impact of these documents.

In addition, the OCIO will ensure high performance by fostering an environment where performance is measured, recognized, and rewarded. Individuals and teams will be held accountable for their contributions and leaders will model behaviors that reinforce an organizational commitment to achievement. We will support this performance-based culture through technology initiatives that will help manage for transparency and results. All projects, programs, and portfolios will be structured to provide suitable metrics, and these will be evaluated and reported by real-time dashboards.

Through these efforts, the OCIO will enhance its reputation as an IT leader—within the Agency and as a world-class management organization.

Goal 4: IT Workforce Development

Objectives	Initiatives	Key Performance Indicators
Objective 4.1 —Establish an effective multi-sector IT workforce	<ul style="list-style-type: none"> Plan the Change 	<ul style="list-style-type: none"> Percentage of IT workforce skills requirements met by workforce development plan
Objective 4.2 —Attract and retain a high-performance IT workforce	<ul style="list-style-type: none"> Enable the Change 	<ul style="list-style-type: none"> Annual IT workforce performance plan improvement
Objective 4.3 —Align workforce processes to mission needs	<ul style="list-style-type: none"> Manage the Change 	<ul style="list-style-type: none"> Cycle time reductions in select processes Cost reductions in select processes
Objective 4.4 —Develop and promote careers and education	<ul style="list-style-type: none"> Embed the Change 	<ul style="list-style-type: none"> Percentage of goals met on IT staff Individual Development Plans (IDP)



Appendix A: ITSP Support for USAID Forward

ITSP Goals – Examples of IT Strategic Support of USAID Forward Reform Initiatives

USAID Forward Initiatives	ITSP Goals			
	Goal 1—Information on Demand	Goal 2—Innovation and Process Efficiency	Goal 3—Effective and Efficient IT Services	Goal 4 –Workforce Development
Procurement Reform	<ul style="list-style-type: none"> Faster and more accurate reporting Enterprise standards on how data are defined, represented, stored, accessed, and integrated Application of tools to promote transparency and visibility 	<ul style="list-style-type: none"> Increased speed of knowledge transfer Improved ease of use, for example, through single-sign-on for all Agency collaboration platforms 	<ul style="list-style-type: none"> Private cloud hosting creates efficiencies in management, maintenance, storage, and security Streamlined integration of management information systems to promote efficiency and effectiveness in operations 	<ul style="list-style-type: none"> Meet new operating model's process, system, and staffing requirements Provides risk management and mitigation for critical initiatives' successful implementation
Talent Management	<ul style="list-style-type: none"> Standards to improve HR data management and process change initiatives Improved Agency collaboration among geographically dispersed workforce 	<ul style="list-style-type: none"> Expanding access to as much of this data as possible will increase transparency and accountability, and improve development impact Secure, mobile access to information to enable work anywhere 	<ul style="list-style-type: none"> Develop communications and governance mechanisms to support implementation and ongoing management reforms Improved HR IT systems 	<ul style="list-style-type: none"> Implement Performance Management Plan Organizational Change Readiness Assessment, gives clear picture of challenges and opportunities in moving to new Agency operating model
Rebuilding Policy Capacity	<ul style="list-style-type: none"> Expanded access to quality data for better policy decision making and learning opportunities Innovations in information and pattern analysis to enhance assessments and policy support Application of tools to monitor real-time results 	<ul style="list-style-type: none"> Unified communications for the mobile, always-available, style of communication to support the next generation USAID mobile workforce Improved access to information in order to respond to public health crises anytime, anywhere 	<ul style="list-style-type: none"> New tools and services allow for continuous function and efficacy of information systems 	<ul style="list-style-type: none"> Create and Initiate Strategic Communications Plan Implement new business processes to support policy capacity Provide critical skills in policy development, documentation, and implementation

USAID Forward Initiatives	ITSP Goals			
	Goal 1—Information on Demand	Goal 2—Innovation and Process Efficiency	Goal 3—Effective and Efficient IT Services	Goal 4 –Workforce Development
Strengthening Monitoring and Evaluation	<ul style="list-style-type: none"> Innovations in information and pattern analysis to enhance impact evaluation Advanced analytical tools (including statistical, visual, and simulation) 	<ul style="list-style-type: none"> Remote access to tailored tools for analyzing and presenting economic data More open and flexible IT environment for information sharing with partners 	<ul style="list-style-type: none"> Availability, scalability, and responsiveness against appropriate performance targets Cloud computing to support data exchange among governments, businesses, and NGOs 	<ul style="list-style-type: none"> Staff with more focus on stakeholder needs and understanding of how to provide tools for transparency
Rebuilding Budget Management	<ul style="list-style-type: none"> Data cleansing, normalization, and transfer to standard storage environments Enterprise data strategy consolidates management information and supports more effective oversight 	<ul style="list-style-type: none"> Budget management processes are defined and implemented with automation and integrated performance management 	<ul style="list-style-type: none"> Intelligent search engines that produce tailored reports with accurate information 	<ul style="list-style-type: none"> Provide customers with improved access to data High levels of redundancy permit high availability and business continuity
Innovation	<ul style="list-style-type: none"> Enterprise search across all Agency data, according to information security policy, to locate and provide data of interest to users. Advanced analytical tools (including statistical, visual, and simulation) 	<ul style="list-style-type: none"> Capability to identify and scale innovations, including new technologies and processes, faster and more effectively Field-focused innovation for mobile communications 	<ul style="list-style-type: none"> Shared computing resources are used to provide seamless, efficient, and secure information systems and services to all offices of the Agency Increase efficiency frees staff time to innovate 	<ul style="list-style-type: none"> Implement new supporting IT systems Focus on continuous learning and problem solving skills
Science and Technology	<ul style="list-style-type: none"> Services specific to data discovery, management, qualification, integration, and transfer between systems. Use of GIS to analyze Agency information and impact 	<ul style="list-style-type: none"> Knowledge sharing and transfer to people around the world to promote S&T 	<ul style="list-style-type: none"> Increased computing power for increased data analysis and storage More capacity for staff to focus on development-focused technology 	<ul style="list-style-type: none"> Ability to bring on staff with more technical and science-based backgrounds and skills



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