

**KNOWLEDGE for  
DEVELOPMENT**

# **USAID Collaboration Software Requirements**



**USAID BTEC KfD  
Collaboration Software Working Group  
April, 2004**

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*\*\*\* from Rebecca's market survey \*\*\**

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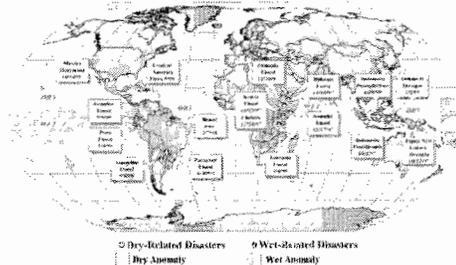
KfD Collaboration Software – MS Project Plan

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**1. The USAID Environment**  
**a. The Agency and its work**

## The USAID Enterprise



- **Separate Federal agency**
- **Provides economic development and humanitarian assistance**
- **In support of foreign policy goals**
- **HQ - Washington, DC**
- **Field offices - 70+ countries**
- **Staff - Approximately 8,000 total (2,100 Program-funded)**
- **\$8 billion annual budget**
- **Includes \$625 million – Operating Expense (OE)**

### DESIRED OUTCOMES

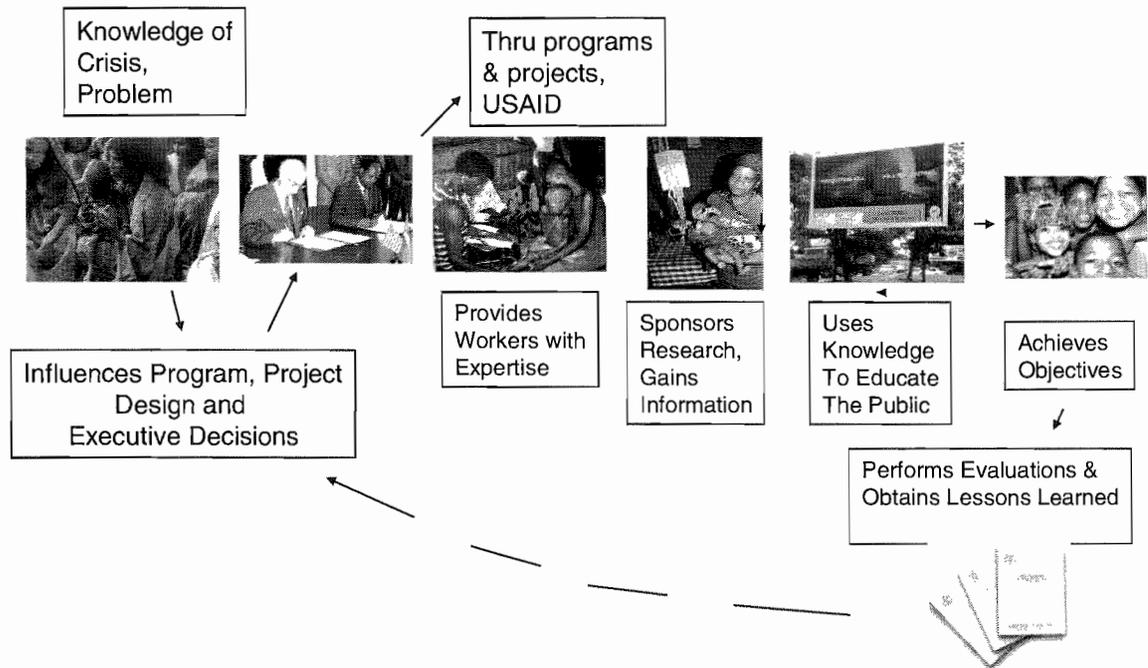
- **Healthy children and families**
- **Stronger economies**
- **More food**
- **Less war**
- **Educated children**
- **More democracy**
- **More secure world**

### THROUGH PRODUCTS & SERVICES

- **Humanitarian Relief**
- **Technical Advice & Training**
- **Country Strategies & Program Review**
- **Host Country Strategic Advice**
- **Foreign Policy Advice, Consultation**
- **Resources for Goods and Services; Delivery of Them**



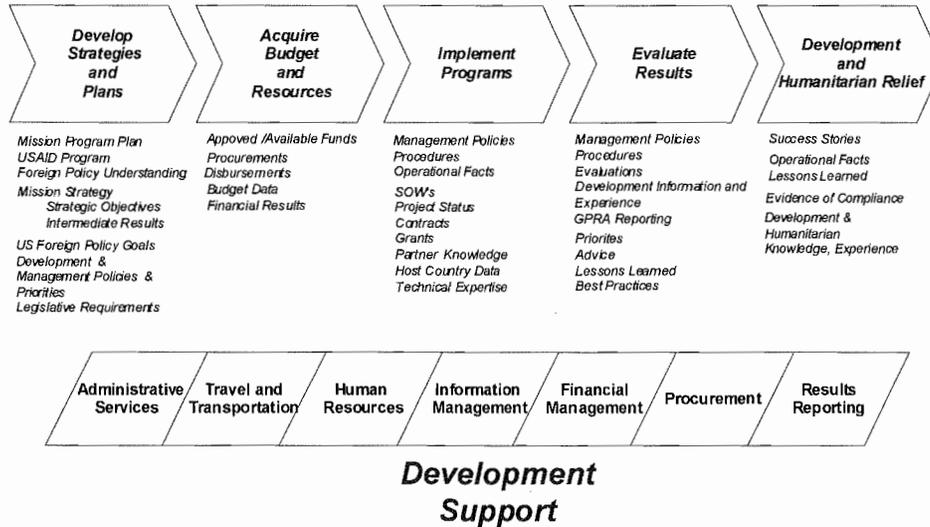
# USAID's Business is Knowledge Gathering, Creation, Sharing, and Use



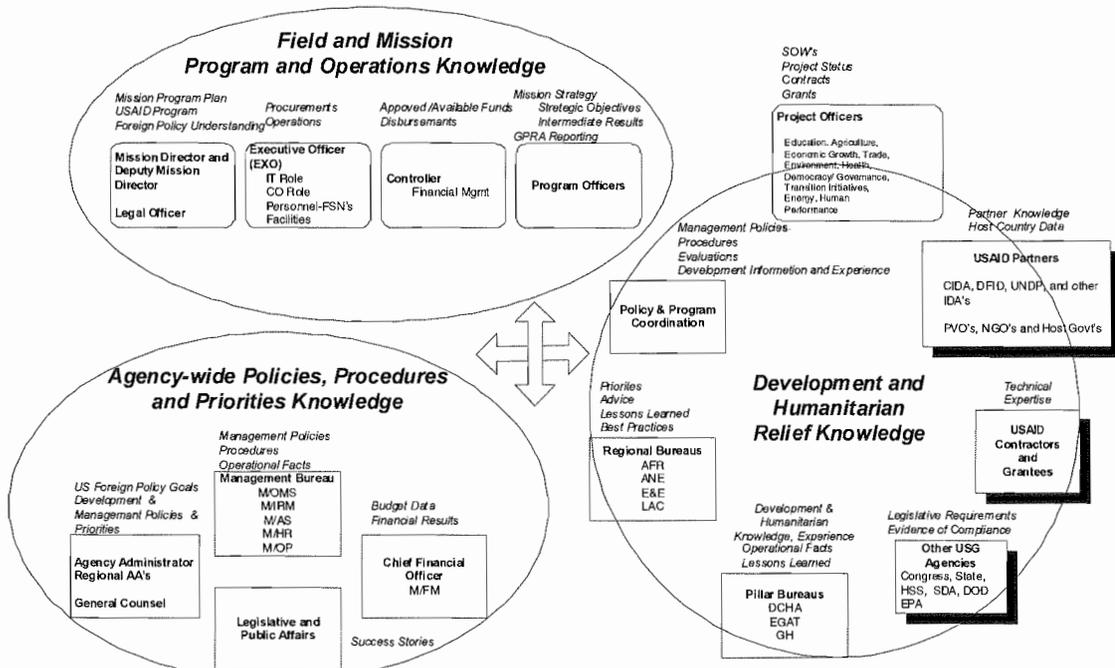
- Program & project design is addressed by many people for various reasons
- Strategic planning and communications tasks are performed by many of the same staff
- Technical advice is provided by many
- Administrative (support) functions
  - Affect many groups
  - Are performed by many organizations

# USAID Knowledge Categories - Value Chain View

## USAID Value Creation

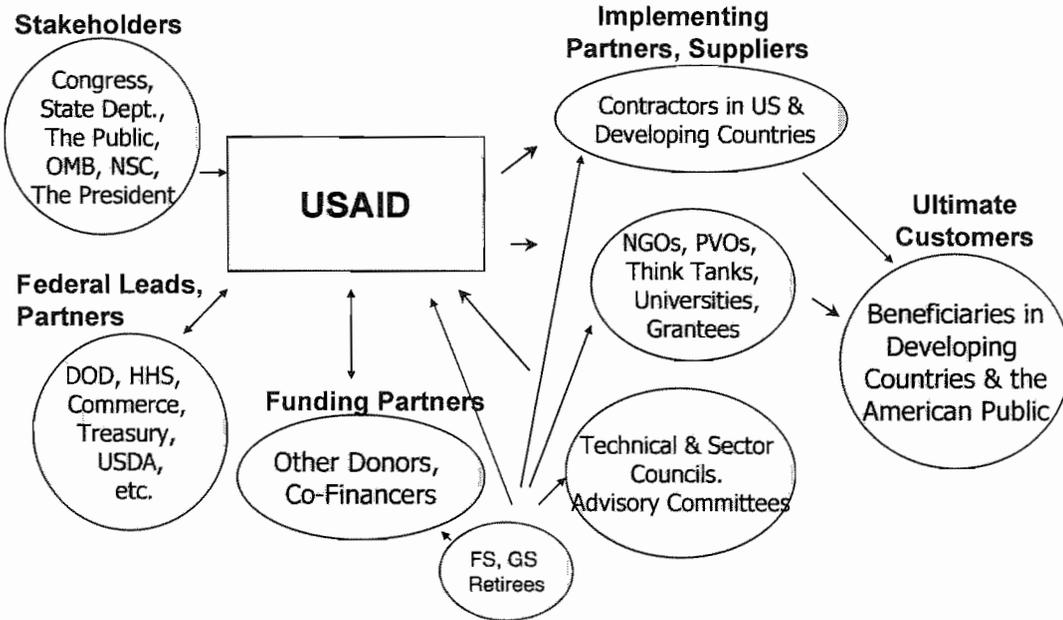


# USAID Knowledge Categories - Organizational View



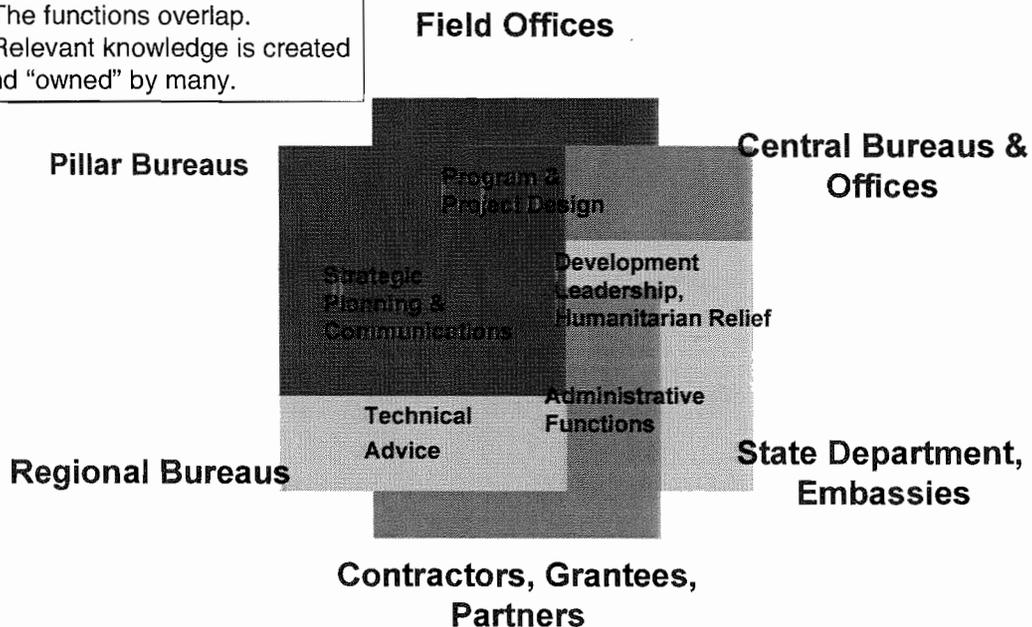
1. The USAID Environment  
 b. The Extended Enterprise

**The Extended Enterprise Includes Stakeholders, Partners, Customers & Suppliers**



**USAID Functions Are Performed By Many Groups Worldwide**

- The functions overlap.  
 - Relevant knowledge is created and "owned" by many.



# 1. The USAID Environment

## c. Existing Infrastructure (platforms, networks, security)

### Standard Agency Platforms (hardware, operating systems, software applications)

- There are currently 3 configurations for desktop computers at USAID. These are detailed in Table 1c-DT, USAID Desktop Computer Configurations.
- USAID has multiple server configurations. The configurations for a typical (standard) server and for a low-end server are provided in Table 1c-S, USAID Server Configurations.
- Missions had independent budgets and purchase authority for information technology and may elect to follow any standard they desire. However, USAID headquarters provides the Missions with the specifications used at headquarters and in most cases the Missions follow the specifications.
- OMB has directed USAID to collaborate with the State Department in the development of network and computer platforms that will satisfy the needs of both organizations. This effort is in process and is not expected to promulgate future specifications until sometime beyond the planning horizon for this knowledge management effort.

Device Name	Specification	Specification	Specification
<b>Configuration Item Name*:</b>	Desk Top – PC1	Desk Top - PC2	Desk Top - PC3
<b>System*</b>	IBM 300 GL Tower, 6285, Pentium II	IBM 300 GL (Mini Tower) 6574, Pentium III	IBM 3NetVista, 6578NCU, Pentium III
<b>Memory*</b>	256 MB	256 MB	256 MB
<b>CPU Speed*</b>	350Mhz	500/100 Mhz	800/133 MHZ
<b>Operating System*</b>	Window 2000 professional ver. 5.00.2195 Sp 3	Window 2000 professional ver. 5.00.2195 Sp 3	Window 2000 professional ver. 5.00.2195 Sp 3
<b>Hard Drive*</b>	20 GB	20 GB	20 GB
<b>Bus (PCI, ISA)</b>	PCI/ISA	PCI/ISA	PCI/ISA
<b>Video Card</b>	S3 Trio 3D 2MB RAM	S3 Inc. Savage4	Intel R(815) Chipset Video BI
<b>Network Interface Card</b>	3COM 3C905 Fast ELNK XL 10/100	3COM Etherlink 10/100 PCI for Complete PC Management NIC 3C905C-TX	3COM Etherlink 10/100 PCI for Complete PC Management NIC 3C905C-TX
<b>Video Driver (VGA, etc.)</b>	VGA	VGA	VGA
<b>Network SW (ver)</b>	Window 2000 professional ver. 5.00.2195 Sp 3	Window 2000 professional ver. 5.00.2195 Sp 3	Window 2000 professional ver. 5.00.2195 Sp 3
<b>Database</b>	Oracle 8.16	Oracle 8.16	Oracle 8.16
<b>Spreadsheet (ver)</b>	MS Excel XP	MS Excel XP	MS Excel XP
<b>Word Processor (ver)</b>	MS Word XP	MS Word XP	MS Word XP
<b>E-Mail</b>	MS Outlook XP	MS Outlook XP	MS Outlook XP

**Table 1c-DT USAID Desktop Computer Configurations**

<b>ProLiant DL380 G3 Intel® Xeon™ Proc 3.06 GHz-1MB</b>	<b>ProLiant ML370G3 Processor 3.06/533-512 Hi Performance.</b>
Dual Intel® Xeon™ Processor 3.06GHz/1MB	Dual Intel® Xeon™ Processor 3.06GHz/533 FSB - 512KB
1GB Base Memory (2x512MB)	2GB Base Memory (4x512)
Five 36.4 GB Pluggable Ultra320 SCSI 15,000 rpm Universal Hard Drive (1")	Six 36.4GB Pluggable Ultra320 SCSI 10,000 rpm Universal Hard Drive (1")
1.44MB Floppy Disk Drive	1.44MB Floppy Disk Drive
24X Low-profile IDE CD-ROM	48X IDE CD-ROM
Two (2) Compaq NC7781 PCI-X Gigabit NICs (embedded) PCI 10/100/1000 WOL	Compaq NC7781 PCI-X Gigabit NIC (embedded) 10/100/1000 WOL

**Table 1c-S USAID Server Configurations**

**Network Configurations**

- USAID’s networks are based on Ethernet and TCP/IP, with platforms running Microsoft Windows (largely Windows 2000, but with some other forms in limited use), Sun’s Solaris and IBM’s AIX operating systems. The specifics of the network topology are considered sensitive. The Windows 2000 server information is provided in the following table.
- USAID maintains an Intranet web site for internal use and limited sharing with other government organizations. Some of the information on the Intranet web site is sensitive and as a result the web site is not shared with non-government organizations.
- USAID is developing an extranet for use in improving communication and collaboration with various business partners. While some extranet capability exists at this time, the specifications are fluid and subject to change at any time.
- USAID and the State Department are linked via high-speed (T1 and greater) lines and via the public Internet.
- OMB has directed USAID to collaborate with the State Department in the development of network and computer platforms that will satisfy the needs of both organizations. This effort is in process and is not expected to promulgate future specifications until sometime beyond the planning horizon for this knowledge management effort.

**Security Considerations**

- USAID’s computer security standards are described in ADS Chapter 545, Information Systems Security. Permission to release ADS 545 outside of USAID should be obtained from Legislative and Public Affairs (LPA) and the Information Systems Security Officer (ISSO).
- OMB has directed USAID to collaborate with the State Department in the development of network and computer platforms, including security, that will satisfy the needs of both organizations. This effort is in process and is not expected to promulgate future specifications until sometime beyond the planning horizon for this knowledge management effort. It should be noted that in the latest review of computer security within government organizations, USAID received a C and the State Department received an F. USAID has set a goal of receiving an A in the next annual review.

## Technical Criteria Definitions for Evaluating Systems for Collaboration Tools

The table below describes evaluation criteria that can be used in comparing collaboration tools for USAID implementation.

	<b>Definition</b>
<b>Web-based Application</b>	
Internet Explorer Compatibility	<b>Definition:</b> The system shall have browser-only interface and works with IE. The system shall support development of clients using Internet Explorer and possibly plug-ins.
Secure web access for sharing information with clients	<b>Definition:</b> The system shall allow authorized users to view/edit documents over the Internet while blocking access to these documents for unauthorized users.
<b>Archiving</b>	
Automated and Flexible Archive Capability	<b>Definition:</b> The system shall provide for automatic archival of content and documents. The system shall have the ability to automatically export documents and contents to the Document Management system for archival or record management.
<b>Integrations/Support</b>	
Runs on Windows 2000	<b>Definition:</b> The system shall run on USAID Windows 2000 standard server and workstation.
Integration with MS Office 2000/2003	<b>Definition:</b> The system shall allow users to view and edit documents using Agency standard MS Office suite.
Integration with MS Outlook	<b>Definition:</b> The system should be able to automatically send and receive e-mails, synchronize calendar and tasking.
Web-based administration	<b>Definition:</b> The system shall have web-based administration capability.
Offline support	<b>Definition:</b> The system shall support IE offline functionality, which enables users to store, read and write documents while the users are disconnected from the system.
<b>Security</b>	
Integration with Active Directory	<b>Definition:</b> The system shall have the capability to integrate with USAID Active Directory. Single sign-on capability is preferred.
Support SSL	<b>Definition:</b> The system shall support Secure sockets layer (SSL) content encryption.
Granular security to allow selective sharing	<b>Definition:</b> The system shall have multilevel access control. Users can be assigned to groups with different security privileges with regard to different classes of documents.
<b>Display</b>	
Visually impaired	<b>Definition:</b> The system shall be in compliance with Section 508 requirements.
<b>Miscellaneous</b>	
High availability/scalability	<b>Definition:</b> The system should be able to scale to provide high availability for a much larger number of users.

# 1. The USAID Environment

## d. Knowledge for Development Strategy

The following excerpts from the recently developed Knowledge for Development Strategy provided perspective and context for the effort to acquire Agency-wide collaboration software solutions:

### FOUNDATION AND CURRENT CAPABILITIES

USAID has a number of knowledge management initiatives in place right now. However, lacking the overall leadership and framework of a common Agency knowledge-sharing strategy, individuals, missions, and bureaus have had to develop ad-hoc solutions to address many pressing for real knowledge sharing needs. Although these innovative solutions are to be commended, the drawback with the many on-going activities is that we have no clear Agency-wide means to know and share what is already working and to use already proven solutions when similar knowledge sharing needs arise. The KfD strategy seeks to synthesize knowledge sharing activities and resources already in use, while laying a strong foundation on which to build a truly cross-cutting, Agency-wide Knowledge for Development capability. To do this, the KfD strategy introduces two new, key concepts:

The “*Extended Enterprise*” and the “*Three Faces of USAID*.”

#### The Extended Enterprise

The concept of an “*extended enterprise*” recognizes that the knowledge we need to do our business is not just found among USAID employees. This knowledge resides in many areas – with federal partners, international donors, contractors and grantees, recipient countries, development organizations, and even among USAID’s retirees, to name but a few. To access these many sources of knowledge we need to identify *WHO* has it, *WHERE* it is, *HOW* we will access it, and *WHAT* we will do to ensure the knowledge is shared again after we stamp our experiences to it. USAID’s KfD strategy was designed with those needs in mind.

#### The Three Faces of USAID

As a frame of reference for the different knowledge sharing needs within the Extended Enterprise, the KfD strategy introduces the idea of the “*Three Faces of USAID*”. Knowledge sharing and generation by each face are critical in helping USAID accomplish its development objectives, and each face’s representatives view themselves differently, depending on which face(s) they represent. The faces of USAID are:

- The **Field** face: Provides on-the-ground development and humanitarian assistance that involves partners who are crucial to knowledge generation

and are an extension of the USAID enterprise;

- **The Strategic face:** Found both within USAID/Washington and within each mission, defines Agency policy, Bureau and country strategies and program plans; and
- **The Operational face:** Encompasses all administrative services, processes, and support functions of the Agency.

## THE KfD STRATEGIC OBJECTIVES

The KfD strategy introduces three Strategic Objectives (one per face) to address the different knowledge interactions that USAID's Three Faces and the Extended Enterprise require. Providing links to existing Agency strategies (especially Human Capital and Enterprise Architecture), these Strategic Objectives offer provide the framework on which a long-term, process-integrated KfD capability will be built. These objectives are:

- SO1 – Knowledge accessed and leveraged across the extended enterprise
- SO2 – Strengthened strategic operations of the Agency
- SO3 – Knowledge-based high performing workforce achieved

### Knowledge for Development Strategy Executive Summary 24 Month Focus “Snapshot” Take-Away”

KfD will Develop or Provide...	To Give Us...
Collaboration Tools Suite	Web-based solutions for sharing, co-creation and use of information and knowledge by Agency groups such as organizational units, teams, projects, communities, etc.

## 2. Functional Requirements

Fourteen Washington-based personnel interviewed during April, 2004 identified the following functional requirements for collaboration software solutions. The requirements matrix in Appendix d. guided the interviews.

### a. Overall

USAID requires a standard set of software solutions for the provision of virtual workplaces for its globally distributed workforce.

These workplaces must provide easy to use document management functions (ability to upload, share, edit and rank documents), global search and taxonomy development functions, and events scheduling and task management. All of these functions must be made available to a variety of work groups – ad hoc teams, formal projects, communities of practice, strategy development teams, development program activities, policy formulation and other efforts addressing the broad range of USAID functions. Membership in these work groups will consist of Agency personnel (active and retired) and employees of the wide array of USAID partners, grantees, contractors and collaborating USG agencies. Users will participate in multiple workgroups simultaneously.

Security needs ranging from the ability to handle classified, sensitive but unclassified (SBU) and non-classified documents and discussions must all be accommodated. The collaboration environment will need to be accessible from Washington and Mission networks, Inside USAID, the Extranet and the Internet.

The following general communications and administration functions are required:

- Threaded discussions, listserv functions
- Moderated chat
- Instant Messaging
- Web conferencing

- Calendar functions – who's doing what when, scheduling
- Announcements and event planning (e-vite)

- Integration with personal calendar
- Integration with personal and Agency address book
- Integration with Outlook
- Integration with e-mail
- Access to Distance Learning functions

- Personalization (personalized portal to all my collaboration spaces, other web resources)
- Personal profile maintenance
- Member directory
- Community directory
- Workspace directory
- Profile management
- Single user login
- Guest accounts

- Multiple security profiles based on roles and type of collaboration (CoP, project, general)
- Multiple levels of access and control of documents
- Secure and private workspaces for collaboration among Mission directors

- On-line help
- On-line tutorials

## **b. Operational Face**

The **Operational** face encompasses all administrative services, processes, and support functions of the Agency.

Operational activities take place in Washington and the Missions. USAID employees (including Foreign Service Nationals) and institutional contractors are the normal participants in these activities. Increasing collaboration with State Department employees is anticipated as a result of the USAID/State Department Joint Strategy.

Below is a list of functionality identified by personnel representing multiple Washington-based bureaus with operational responsibilities - M, IRM, FM, and OP:

- Inter-Project Coordination
  - Online communities of practice on intranet
  - Polling
  - Expert directory
  - Linked to document library
  - List of formal qualifications and certifications
  - Online library
  - Indexed site content
  - Workflow management
  - Deliverable review and acceptance

- Taxonomy and search
  - Spider multiple data sources

Develop a department-specific taxonomy  
Links expert directory, library, eLearning, and additional  
resources

### **c. Strategic Face**

The **Strategic** face, found both within USAID/Washington and within each mission, defines Agency policy, Bureau and country strategies and program plans.

Participation in USAID strategic activities includes Agency employees, contractors and other USG employees. Strategic collaboration activities, including policy development, could require access to classified and SBU materials.

Below is a list of functionality identified by personnel representing several Washington-based bureaus with strategic responsibilities – PPC, M/HR, EGAT, E&E and AFR:

- Shared document management – co-authoring of documents
- Document aging and archiving
- “What’s new” features
- Selective alerts (immediate, daily and weekly digest of updates)
- Sort documents based on meta data attributes
- Full text search of documents
- Ability to invite ‘outsiders’ into forums/document discussions for review and comment
- Rudimentary workflow (e.g., from SO teams to project teams, from development team rooms to larger, more permanent repositories)
- Link to content management solution
  
- Simple distributed Web content management capabilities (a place to self-publish on the Web)
- Role-based management of web site areas
- Simple forms design and upload of data to shared databases
  
- Expertise locator
- Task Management (with ability to accept/reject task assignments and dates)
- Ability to ‘see’ on-going projects
- Decision-making support, issue management, polling

### **d. Field Face**

The **Field** face provides on-the-ground development and humanitarian assistance that involves partners who are crucial to knowledge generation and are an extension of the USAID enterprise.

Field-based collaboration will involve USAID employees and a wide array of partners. Project collaboration and community of practice participation will give this set of activities the broadest reach in terms of number and location of participants. This group will require the most extensive Internet accessibility requirements and will normally collaborate with non-classified materials.

Collaboration functionality of the field force includes all of those requirements identified for the other faces.

### **3. Current Market Analysis**

***\*\*\* insert Rebecca's market survey here \*\*\****

## 4. Project Plan

ID	Task Name	Start	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
1	<b>Collaboration Software Selection</b>	<b>Mon 2/2/04</b>												
2	Survey/Interview	Mon 2/2/04												
3	Requirements	Mon 3/1/04												
4	Market Survey	Mon 3/1/04												
5	<b>Package Selection</b>	<b>Tue 4/27/04</b>												
6	Develop Scoring Matrix	Tue 4/27/04												
7	Initial Product(s) Selection	Tue 4/27/04												
8	IRM Tech Review	Wed 5/12/04												
9	Demo Products	Wed 5/26/04												
10	Analyze Scores and Select Product(s)	Wed 6/9/04												
11	Obtain Limited License(s)	Wed 6/16/04												
12	<b>Pilot</b>	<b>Wed 6/16/04</b>												
13	Identify/Select Pilots	Wed 6/16/04												
14	Configure and Pilot (1st Iteration)	Wed 6/30/04												
15	Configure and Pilot (2nd Iteration)	Wed 6/30/04												
16	Configure and Pilot (3rd Iteration)	Wed 6/30/04												
17	<b>Assess</b>	<b>Mon 8/2/04</b>												
18	Collect and Analyze Pilot Results	Mon 8/2/04												
19	Draft and Review Recommendations	Wed 8/11/04												
20	Publish Recommendations	Wed 8/18/04												
21	<b>Collaborative Software Procurement</b>	<b>Wed 8/25/04</b>												
22	A11-300	Wed 8/25/04												

# APPENDIX

## a. CoP Pilot Evaluation of Collaboration Software Tools

Business Consulting Services

USAID CoP Pilot Project:  
Technology Options

Prepared for the KM CoP Pilot Project  
June 2003



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Business Consulting Services

### Package Summary: WebBoard (Akiva)

- Product Name: WebBoard (Basic)
- Company Name: Akiva
- Web Address: www.akiva.com
- Owned by USAID: Yes / Lisa Lima
- Requirements Score: 40%

Functional Area Weightings	Weight	WebBoard
Content Management	20%	50%
Collaboration	15%	75%
Expertise Management	20%	0%
Personalization	15%	50%
Events, Scheduling & Tasks Management	5%	33%
Global Search, Taxonomy & Data Management	20%	40%
Technology Integration & Flexibility	5%	40%
<b>Total Score</b>		<b>40.40%</b>

- Customers Include: Unavailable

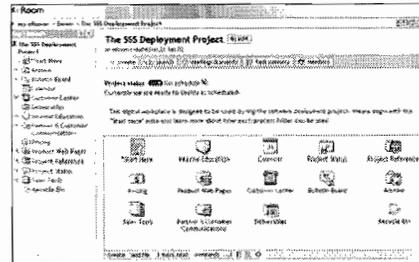


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## Package Summary: eRoom (Documentum)

- **Product Name:** eRoom
- **Company Name:** Documentum
- **Web Address:** www.documentum.com
- **Owned by USAID:** Yes / Danny You
- **Requirements Score:** 57%

Functional Area Weightings	Weight	eRoom
Content Management	20%	75%
Collaboration	15%	100%
Expertise Management	20%	0%
Personalization	15%	50%
Events, Scheduling & Tasks Management	5%	100%
Global Search, Taxonomy & Data Management	20%	60%
Technology Integration & Flexibility	5%	40%
<b>Total Score</b>		<b>56.50%</b>

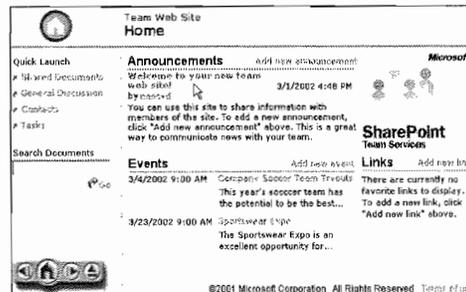


- **Customers Include:** U.S. Navy, Ford, EDS, Hewlett-Packard, Black & Decker

## Package Summary: Sharepoint Team Services (Microsoft)

- **Product Name:** Sharepoint Team Services
- **Company Name:** Microsoft
- **Web Address:** www.Microsoft.com
- **Owned by USAID:** TBD
- **Requirements Score:** 55%

Functional Area Weightings	Weight	SharePoint
Content Management	20%	75%
Collaboration	15%	50%
Expertise Management	20%	0%
Personalization	15%	50%
Events, Scheduling & Tasks Management	5%	100%
Global Search, Taxonomy & Data Management	20%	80%
Technology Integration & Flexibility	5%	80%
<b>Total Score</b>		<b>55.00%</b>

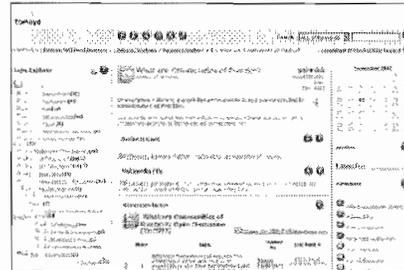


- **Customers Include:** Unavailable

## Package Summary: Simplify (Tomoye)

- **Product Name:** Simplify
- **Company Name:** Tomoye
- **Web Address:** www.tomoye.com
- **Owned by USAID:** No
- **Requirements Score:** 90%

Functional Area Weightings	Weight	Simplify
Content Management	20%	100%
Collaboration	15%	75%
Expertise Management	20%	100%
Personalization	15%	100%
Events, Scheduling & Tasks Management	5%	67%
Global Search, Taxonomy & Data Management	20%	80%
Technology Integration & Flexibility	5%	80%
<b>Total Score</b>		<b>89.60%</b>



- **Customers Include:** United Nations, World Bank, International Development Research Center, Dept. of Defense, IRS, Dept. of Labor

## b. Collaboration Survey Results (General Functionality - March, 2004)

Results from 20 USAID personnel – Washington DC and Mission based (results in **bold**)

1. **Document Management:** The ability to upload, share, edit documents, and rank.

Not useful				Very Helpful
1 - 1	2 - 0	3 - 7	4 - 3	5 - 9

2. **Online Collaboration:** The ability to use online, discussion Boards, Instant Messaging and Chat, E-Mail Distribution, Web-Conferencing

Not useful				Very Helpful
1 - 1	2 - 0	3 - 8	4 - 6	5 - 5

3. **Expertise Management:** Expert Directory Linked to bios, Searchable expert directory, Resource matching Capabilities

Not useful				Very Helpful
1 - 1	2 - 2	3 - 12	4 - 2	5 - 3

4. **Personalization:** My.Page, User profile management

Not useful				Very Helpful
1 - 2	2 - 6	3 - 8	4 - 4	5 - 0

5. **Events Scheduling and task management,** Events calendar, E-mail reminders, Task management

Not useful				Very Helpful
1 - 2	2 - 3	3 - 6	4 - 3	5 - 6

6. **Global search and taxonomy:** Global search, Simple and advanced search, Customizable taxonomy, Data mining, Linguistic/semantic analysis

Not useful				Very Helpful
1 - 1	2 - 3	3 - 6	4 - 2	5 - 6

7. **Technology integration:** Integration with MS outlook, Offline access, 508 compliant, Easy to use

Not useful				Very Helpful
1 - 6	2 - 1	3 - 4	4 - 6	5 - 3

8. **With whom do you typically communicate?**

- Missions - 20
- Development Partners - 15
- Other USG - 12
- Funding Partners – 12
- Other – NGOs, PVOs, WHO, World Bank, UN Agencies, Host Governments, Prospective Partners, Information Seekers

**b. Collaboration Survey Results (Community of Practice Functionality – March, 2004))**

Results from 18 Community of Practice members

1 = Not Useful; 5 = Very Helpful

**Supporting knowledge content building, and knowledge sharing**

<b>Features</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Threaded Bulletin-Board Discussion	1	3	4	4	4
Real-time Instant Messaging	10	7		1	
Ability to post documents		1	2	4	10
Tracks what a user has read and not read (tools to monitor activity)	1	4	2	8	
Ability to search through the whole site and through sub-sections of the site			1	3	14

**Supporting resource development and archiving**

<b>Features</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Shared document development	1	2	1	2	11
Document approval mechanism/process		2	1	3	10
Archiving function		2	2		14

**Facilitating cooperation, collaborative and participation**

<b>Features</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Community directory			1	4	13
Being able to see who is online with you (presence indicators)	5	5	7		
Areas where sub-groups of members can communicate	2	1	2	6	6

**Facilitating the sense of belonging to a learning community**

<b>Features</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Customization	10	1	2	1	2
Biographical/personal information for each community member (including photos).	1		7	7	1
Polling	4	6	5		1
Provide different levels of access in different parts of the site	3	3	7	2	2

**Facilitating the sense of ownership of the community**

<b>Features</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Facility for members to host certain areas of the site		6	5	3	1
Ability to see when other members were last online	11	3	2		

## Ease of use for members

Features	1	2	3	4	5
Good host/moderator tools (ability to move posts, import and export material)			1	8	6
Some formatting capability in messages (e.g. bold, italics, fonts, character size, paragraphing)	1		10	4	2
Calendar		2		3	13
Notice board or Announcement		1	1	3	12
Ability to work offline	4	4	1		

## Other Functions

Features	1	2	3	4	5
Video streaming, video or audio conferencing	8	3	3		3

## Comments from 18 Community of Practice members

### Supporting knowledge content building, and knowledge sharing

Features	Comments, Suggestions
<b>Threaded Bulletin-Board Discussion</b>	<p><b><u>* Warren Feek's Drumbeat is an excellent example of alerts and feedback.</u></b></p> <p>* This is easy to check in once in a while.</p> <p>* Where I was before had it. Where I am now doesn't. I miss it!</p> <p>* With search.</p>
<b>Real-time Instant Messaging</b>	<p><b><u>* JHU's JiVitA project in Rangpur, Bangladesh finds this invaluable.</u></b></p> <p>* I don't want IM from other than a select few colleagues. Now if it were a feature only on the website where you can chat in real time when two or more are there, that would be great.</p> <p>* Can be invasive and distracting.</p> <p>* Useful, but not critical for CoPs with membership in many time zones, e-mail is adequate.</p> <p>* Not necessary.</p>
<b>Ability to post documents</b>	<p>* Sounds useful but ICDDR,B has not been invited to post our useful ORP and infect. Disease information now on our <a href="http://www.icddrb.org">www.icddrb.org</a> website.</p> <p>* Am looking forward to seeing archives with useful docs such as the work plans for USAID missions (that Sandra Jordan volunteered to provide).</p> <p>* Very helpful.</p> <p>* Requires good structure and organization.</p>
<b>Tracks what a user has read and not read (tools to monitor activity)</b>	<p>* Nice for the bureaucrats and statistics to put in reports. How can it be made useful to people in the field?</p> <p>* Good way to know if it's being used but maybe it should not be seen by all?</p> <p>* Sounds helpful but too big brother.</p> <p>* Should highlight new postings and which user (e-mail) posted them.</p>
<b>Ability to search through the whole site and through sub-sections of the site</b>	<p><b><u>* Absolutely necessary in my opinion. (5)</u></b></p> <p>* Yes, a database must be logical and searchable above all!</p> <p>* Full-text content (not keyword or category search)</p>

## Supporting resource development and archiving

Features	Comments, Suggestions
<b>Shared document development</b>	<ul style="list-style-type: none"> <li>* Often the overlap between agencies means extravagant use of limited funds – please consider the needs of the overseas audience, not just the programme officers at desks.</li> <li>* For the KM group, I am not sure this worked very well because a lot of folks just didn't use it. Now [person] has bypassed it and sent latest doc out as an email attachment.</li> <li>* Lots of challenges with that.</li> <li>* This feature gets very complicated to administer.</li> </ul>
<b>Document approval mechanism/process</b>	<ul style="list-style-type: none"> <li>* Needs to be expedited. I recall that USAID administrators overseeing BASICS. It took two years to approve a much-needed document on the Cholera outbreak in S. America that proved to be nearly useless when finally issued.</li> <li>* Better face to face.</li> <li>* If it is clear and streamlined.</li> <li>* Doc approval/vetting mechanism inhibits/delays sharing of information.</li> <li>* Requires active commitment and buy-in.</li> </ul>
<b>Archiving function</b>	<ul style="list-style-type: none"> <li>* Important, esp. for full text documents on revised websites. We look for them and often they are "lost."</li> <li>* Essential to reduce "clutter"</li> </ul>

## Facilitating cooperation, collaborative and participation

Features	Comments, Suggestions
<b>Community directory</b>	<ul style="list-style-type: none"> <li>* Like the "Yellow Pages"</li> <li>* What community? Use a standard thesaurus of expertise terms and web-based ability of the consultants to update their information when addresses and assignments change!</li> <li>* Am very interested to see the "yellow pages," as discussed in the HIPNET meeting.</li> <li>* But keeping it updated would be hard.</li> <li>* Don't really understand this.</li> <li>* Self-updatable.</li> </ul>
<b>Being able to see who is online with you (presence indicators)</b>	<ul style="list-style-type: none"> <li>* I haven't experienced this and it feels like an attempt to thwart 'snooping'?</li> <li>* Being online is not practicable with many colleagues in developing countries.</li> <li>* Too big brother a bit though.</li> <li>* Don't really understand this.</li> <li>* Only useful for IM-ing, which I don't view as essential.</li> </ul>
<b>Areas where sub-groups of members can communicate</b>	<ul style="list-style-type: none"> <li>* Isn't this already possible through e-mail or is a protocol rigorously dictated by Central management (I don't work for USAID directly)?</li> <li>* Separate listservs.</li> </ul>

## Facilitating the sense of belonging to a learning community

Features	Comments, Suggestions
<b>Customization</b>	<ul style="list-style-type: none"> <li>* This term needs definition.</li> <li>* We find that a personal welcome to new subscribers is well received, and often leads to useful contributions/info exchange.</li> <li>* Requires a certain level of sophistication/expertise of users.</li> <li>* Essential</li> </ul>
<b>Biographical/personal information for each</b>	<ul style="list-style-type: none"> <li>* Photos should be encoded so that they cannot be lifted for falsification but the Community of Science (near JHPIEGO) has a good</li> </ul>

<b>community member (including photos).</b>	<p>format.</p> <ul style="list-style-type: none"> <li>* We find it is helpful for each communication to end with a mini-profile of the author.</li> <li>* This is tricky. With the abundance of spiders and data miners, you don't want to expose your membership to unwanted use of personal information. At the same time, you need to provide contact info to facilitate communication outside the extranet.</li> </ul>
<b>Polling</b>	<ul style="list-style-type: none"> <li>* Who's in control of this? Will it result in unwanted e-mails on topics of little direct impact?</li> <li>* Fun, simple to do.</li> </ul>
<b>Provide different levels of access in different parts of the site</b>	<ul style="list-style-type: none"> <li>* By keyword? We are already frustrated to be blocked out of technical documents and reports that are useful for collaborative work. If financed by taxpayers' shouldn't most be accessible?</li> <li>* Everyone should have full access.</li> <li>* This is needed if you have a lot of members and subgroups, but in general the objective should be to create open [forum]. That said, "read-only" rights can be granted widely and "Modify/Post" rights selectively.</li> <li>* Hard to administer, but can be very useful for a large, decentralized site.</li> </ul>

### Facilitating the sense of ownership of the community

<b>Features</b>	<b>Comments, Suggestions</b>
<b>Facility for members to host certain areas of the site</b>	<ul style="list-style-type: none"> <li>* This might facilitate updating if clear instructions and minimal expectations are given. However, some overseas servers are slow and vulnerable to attack by viruses.</li> <li>* This would be counterproductive if it leads to cliques.</li> <li>* There needs to be areas where each member has the ability to add content. Adding content does not equal hosting.</li> </ul>
<b>Ability to see when other members were last online</b>	<ul style="list-style-type: none"> <li>* Snooping? Is this a class participation evaluation? What if someone is traveling or a central person in an office does the checking on the behalf of others?</li> <li>* Not for everyone, just the managers? Too big brother-y.</li> <li>* Useful for administrator, but might be embarrassing if it consistently shows many members don't use the site.</li> </ul>

### Ease of use for members

<b>Features</b>	<b>Comments, Suggestions</b>
<b>Good host/moderator tools (ability to move posts, import and export material)</b>	<ul style="list-style-type: none"> <li>* <u><b>Good idea.</b></u></li> <li>* Not sure what is meant here. Moderators need to have additional rights. "Approval" functions are a big issue. Generally, you would expect CoP members to self police.</li> </ul>
<b>Some formatting capability in messages (e.g. bold, italics, fonts, character size, paragraphing)</b>	<ul style="list-style-type: none"> <li>* <u><b>Not necessary but nice thought.</b></u></li> <li>* Plain text may be best to ensure usability in developing countries.</li> <li>* Needs to be as simple as possible.</li> <li>* Not essential but helps tremendously (legibility).</li> </ul>
<b>Calendar</b>	<ul style="list-style-type: none"> <li>* Good idea – many workshops, conferences, meetings overlap. If everyone saw the excessive talk they would understand the minimal action from officers who are constantly traveling for meetings.</li> </ul>
<b>Notice board or Announcement</b>	<ul style="list-style-type: none"> <li>* Good</li> <li>* Can be clutter.</li> </ul>
<b>Ability to work offline</b>	<ul style="list-style-type: none"> <li>* <u><b>Very important overseas.</b></u></li> <li>* Not sure what is meant here – to be on an extranet, you have to be online.</li> <li>* Essential for overseas/bad connections.</li> </ul>

## Other Functions

Features	Comments, Suggestions
Video streaming, video or audio conferencing	<ul style="list-style-type: none"><li>* Takes huge amounts of network and coordination of time zones.</li><li>* Audio at least.</li><li>* Yes! This is key.</li><li>* Requires too much bandwidth.</li></ul>

### Please list or comment on other functions that you consider very useful or critical:

\* I am responding as a former Reproductive health/Population Librarian from Johns Hopkins now transplanted and working for different NGOs in Bangladesh. I am a bit of an organization iconoclast when it comes to a belief that a database will solve communication problems. But, if the time to maintain it and the value of the contents goes beyond administrative information, then it may well be worth while for officers in the field who can't pick up the phone to relay or obtain on-time information.

\* What is useful depends very much on what kind of 'community of practice' one is dealing with – purpose, size, geographical spread, connectivity of users, language of users (English, French, Spanish...). To describe 'communities' like HIF-net at WHO, I prefer the term 'Community of interest', for two reasons: (1) in healthcare, the term 'practice' is often understood to mean 'clinical practice'; and (2) HIF-net aims to be as inclusive as possible, to be used by anyone with an \*interest\* in the theme of the list (improving access to information for health workers in developing and emerging countries) – the term 'community of practice' seems to exclude those who are not practitioners.

\* I have trouble with these because I never can remember the URL or where I saved it even in my 'favorites.' Then I have to find where I hid my password. Maybe if occasionally you set a time for a real time meeting where everyone "meets" online and has a discussion by chat or audio (phone) it would be better used. I think it is difficult to get most people to use these things.

\* Everything needs to be transparent and users need to know where their information goes.

### Additional Comments/Suggestions:

\* Communities of practice can be organic in nature. So lack of structure can actually be more productive.

### **c. Wes Wilson provided handout (Jan 07, 2004) addressing Key elements for a Collaboration Tool at USAID**

#### **Key elements for a collaboration/management tool at USAID**

1. All virtual collaboration is currently done over email. Also, email is the system that people are the most familiar with, and comfortable with using. Therefore, the idea collaboration tool would be one that is a natural and comfortable extension of email—essentially allowing people to channel and shape the follow of information that they already have.
  - a. If possible, this tool should be closely integrated with Outlook, and/or should be a replacement for the Outlook client, both in email and PIM functions. There should be no “Outlook” and then “collaboration tool”. They should be one and the same, and the transition to the new one should be clear and deliberate.
  - b. It should maintain the look, feel, and ease of use email. Any additional information requires additional input from the user, which they will be reluctant to give. The information required to organize the information in the tool should be considered carefully in order to minimize it.
  - c. So, from an email message interface, I would want to be able to access all related messages, calendar items, documents, people, etc. People would still perceive email to be their primary mechanism of collaboration—this would just provide a new way to handle it, which is a solution that people are looking for.
2. The tool should allow the user to aggregate the information they need from different projects. So, it is not enough to have a calendar for each project, but what would work better are calendar objects, which can be assigned properties that place it on a personal calendar, an office calendar, and a project calendar. An object orientation for the tool allows more flexibility in viewing/sorting the information that we need.
3. In order for a collaboration tool to be widely accepted, management will have to endorse and require the use of it, largely because of the resistance to cultural change in an organization such as USAID. For management, the value added in a collaboration tool not only to allow colleagues to work together (which most already do) but to capture information which they can then track and check the progress of. It allows collaboration among the members of a project, but the tool should also allow the supervisor of multiple projects to monitor the status of these. The tool has to be a win-win for management and the employee—it has to make information and communication easier to manage for both.

A large demonstration project should be selected, to demonstrate both the effectiveness of being able to collaborate on a project, and the effectiveness of being able to manage multiple pieces of it across many bureaus. The FY06 Congressional Budget Justification for would be one such project.

## d. USAID KM Requirements Matrix

<b>MAJOR FUNCTIONAL REQUIREMENT AREA / FUNCTIONAL REQUIREMENTS</b>
<b>Content Management</b>
<b>Submit Raw Data and Upload Documents</b>
Submit text based content through HTML forms.
Upload file types including: .doc, .pdf, .xls, .ppt, .gif, .jpg to the content management system.
Categorize content based on site taxonomy as defined in Requirements Section 6 below.
Associate content with other "knowledge objects" on the site including content, discussions, events, and people.
E-mail notification is sent to user after submitting content.
<b>Search and Retrieve Content and Documents</b>
Content searching integration into site search as defined in Requirements Section 6 below.
Retrieve content from search to view onscreen.
Print content and "save as..." where appropriate.
"Save content" to a "personalized my content" area where the user can return later and easily access it.
Forward content to a friend by enter friend's e-mail address.
<b>Archive/Rank Content</b>
Archive content based on time horizon specified by administration and user search parameters to shorten searches.
Rank content on a scale of "1" to "10" based on its usefulness.
Search content based on ranking data.
"Serve" content to users based on ranking data.
<b>Manage Content Workflow</b>
Administrator can determine whether or not content must follow an approval process.
Administrator can determine whether there are 1 or 2 layers in the approval process.
If 1 level, Administrator can update, approve, or reject content.
If 1 level, if content is rejected it is routed back to original submitter for updating.
If 2 level approval process, administrator can determine who first level approver is before admin approval.
If 2 level approval process, first level approver can update, approve, or reject content.
If 2 level approval process, if content is rejected at either step, it is routed back to original submitter for updating.
After content is approved by administrator it is immediately available on the site.
Notification e-mails are sent to the original submitted when the status of the submitted content changes.
Administrator can "flag" content as important for users, adding it to the top of content lists and searches.
<b>Collaboration</b>
<b>Discussion Boards</b>
Create new discussion threads.
Create new messages.
Reply to messages.
Message author information is available to users.
Elect to post anonymous messages.
Administrator can delete messages.
Administrator can limit user rights to read only or active participant.
Elect to have "discussion board" pushed to his/her e-mail box.
Discussion board acts like a listserv.
<b>Instant Messaging and Chat</b>
View a list of all users who are currently online / view directory.

Select user to initiate an IM session.
Initiate an IM meeting.
Conduct an IM session conversation.
Export conversation/meeting text records.
Administrator can create "open" chat room(s) with specified topics on the site.
Administrator can determine who has access to IM and Chat functionality.
Administrator can moderate or designate a moderator for selected Chat events.
Archive chat content.
<b>E-mail Push</b>
New content is pushed to users.
New content is pushed to users based on user preferences.
E-mail push is available in text or HTML.
Other content like events, and people/expertise are pushed via e-mail.
<b>Web Conferencing/White Boarding</b>
Schedule a web conference.
Integrate live video/video files/ppts into video conferencing.
Draw and diagram using white board functionality.
Invite users to join the conference.
Transfer (send/receive) files of various formats (file sharing).
Share programs.
Share active screen (example: other users can view the screen of any of the participants) / Remote desktop sharing.
<b>Expertise Management</b>
<b>Expert Directory Linked to User Profiles</b>
Administrators can create the data fields to be completed by users for profiles.
Enter personal information when creating a user profile that can be accessed through a skills inventory.
Update user profiles.
Automatically reminded to update profile on a regular basis via e-mail notification.
Administrator can set frequency for e-mail reminders.
<b>Searchable Expert Directory</b>
Searchable by last name and first name.
Searchable by key criteria defined by the administrator.
Advanced search available to search by every field in the directory.
Retrieve search results and view onscreen.
Search and view contact information - integrated with user profile.
"Save person" to a "personalized my content" area where the user can return later and easily access it.
<b>Resource Matching Capabilities</b>
Search interface catered toward matching; including adding resource availability to the expert directory.
Post description of need for an expert.
Search descriptions of needs for an expert.
Respond as an expert to a need.
E-mail push of expert needs; user can sign-up to receive e-mail notification when another user requests skill.
<b>Personalization</b>
<b>User Can Create "myCoP" Page</b>
Create "myCoP" page accessible via a username and password.
Elect to include certain functions on the "myCoP" page, examples: content updates, experts, disc. boards etc.
Elect to include certain topics from the taxonomy on the "myCoP" page: example include any HIV/AIDS-Africa item
Access to "myCoP" page templates based on groupings within the CoP

Administrators can customize the "myCoP" templates.
Administrators can specify functions that must appear on every "myCoP" page.
Administrators can specify certain topics from the taxonomy that must appear on every "myCoP" page.
Clustering of content and modules based on user profile, preferences, and actions on the site.
<b>User Profile Management</b>
Create user profile.
Update user profile.
Administrator can update user profiles.
Administrator can create user groups with customized rights.
Administrator can assign users to specified user groups.
<b>Events, Scheduling &amp; Tasks Management</b>
<b>Events Calendar (submit and read)</b>
Submit events through HTML forms.
Categorize events based on site taxonomy as defined in Requirements Section 6 below.
Associate events with other "knowledge objects" on the site including content, discussion threads, and people.
E-mail notification is sent to user after submitting event
Event searching integration into site search as defined in Requirements Section 6 below.
Retrieve event from search to view onscreen.
Print event and "save as..." where appropriate.
"Save event" to a "personalized my content" area where the user can return later and easily access it.
Forward event to a friend by enter friend's e-mail address.
View events in an interactive calendar.
Administrator can elect whether to force events through workflow (see content workflow options).
<b>E-mail Reminders and Integration</b>
E-mail reminders sent when general events are scheduled.
Decide whether to receive these updates.
E-mail reminders sent for events in "personalized content list."
E-mail reminders sent for personal tasks about to be due.
Send broadcast e-mail about tasks on an ad hoc basis.
<b>Task Management</b>
Enter personal tasks.
Assign tasks to user.
Track task completion.
View task completion reports for assigned users.
Tasks integrated with interactive calendar.
Associate tasks with site taxonomy.
Associate tasks with knowledge objects.
<b>Global Search, Taxonomy &amp; Data Management</b>
<b>Global Site Search of all Modules and Content</b>
Search based on content types.
Search based on modules.
Search based on module specific parameters
Search based on global taxonomy parameters.
<b>Simple and Advanced Search Capabilities</b>
Search based on simple text based search.
Search based on advanced search allowing user to set values for all available fields.
Search based on natural language queries.
<b>Customizable Taxonomy/Metadata Attributes</b>
Administrator can set and manage global taxonomy.

Administrator can set and manage taxonomy for each module/content type.
<b>Data Mining and Warehousing</b>
Administrator can perform detailed ad hoc reporting and analysis.
Administrator can export data into another format.
Administrator can access backend database and link to 3rd party tool (like Crystal Reports).
Advanced reporting module available
<b>Linguistic/Semantic Analysis</b>
Simple linguistic/semantic analysis managed by Administrator
Integrated with USAID taxonomy/thesaurus.
<b>Technology Integration &amp; Flexibility</b>
<b>Integration with MS Outlook</b>
E-mail integration with MS Outlook.
Calendar integration with MS Outlook.
Tasker integration with MS Outlook.
<b>Distance Learning (offline from internet and network)</b>
Access while connected to internet, but not to USAID network.
Access and work with data without any internet/network connection.
Download significant content portions.
Upload content.
<b>Technology is 508 Compliant / Accessible</b>
Web-based technology is certified as 508 compliant.
Passes IBM Homepage Reader test as proxy for accessible technology.
Passes simple tests like the use of "alt" tags for all images, table layout, and style orientation (css) method.
<b>Technology is Easy to Use</b>
Pages are easy to understand and use.
Font is legible.
Do not need extensive training to learn how to use the tool.
<b>Customizable to CoP Brand</b>
Administrator can customize page colors to match CoP brand.
Administrator can upload a logo that represents the CoP.
Administrator can customized the header of all pages.
Administrator can customize the footer of all pages.
Administrator can customize the style sheet.
Administrator can choose from provided templates.

No.	MAJOR ADDITIONAL REQUIREMENT AREA / REQUIREMENTS
<b>A</b>	<b>Training</b>
<b>A.1</b>	<b>Robust Online Help</b>
A.1.1	Help section is pre-existing on the site.
A.1.2	Help section is robust and matches offline documentation (meaning there is not need to access offline materials).
A.1.3	Administrator can update Help section.
A.1.4	Simple FAQ list is available in the Help section out of the box.
A.1.5	Administrator can create a custom FAQ based on CoP needs.
A.1.6	Online help content is downloadable in .doc or .pdf format.
<b>A.2</b>	<b>Robust Offline Help/Documentation</b>
A.2.1	Offline user documentation is pre-existing and available.
A.2.2	Available in a one pager quick reference guide.

<b>A.3</b>	<b>Training / Brown Bag Workshops Available Out of the Box</b>
A.3.1	Vendor provided content for training/brown bag workshops is available.
A.3.2	Vendor provided training workshops for site administrators.
A.3.3	Vendor provided training workshops for users (note that the system should be usable w/out extensive training).
<b>B</b>	<b>Implementation Costs and Scalability</b>
<b>B.1</b>	<b>Software Costs / Technical Environment</b>
B.1.1	Compatible platforms
B.1.2	Cost of main "server" licenses for the software.
B.1.3	Cost of initial "seat" licenses for users within a single instance.
B.1.4	Cost for additional "instances."
B.1.5	Cost of seats for additional "instances."
B.1.6	Equation for determining license seats (price breaks for number of seats, etc.).
B.1.7	Discounting opportunities.
B.1.8	Data conversion costs with this package.
B.1.9	USAID owns current licenses?
<b>B.2</b>	<b>Hardware Costs</b>
B.2.1	Hardware environment specifications.
B.2.2	Estimated cost to purchase hardware.
B.2.3	Hardware can be supported on existing USAID infrastructure?
<b>B.3</b>	<b>Scalability (to more users within a CoP and to more CoPs)</b>
B.3.1	Software is easily scalable to additional users within a CoP.
B.3.2	Software is easily scalable to maintaining multiple CoPs with separate configuration.
B.3.3	Software has defined "load" requirements provided by the vendor.
B.3.4	Performance does not degrade based on target number of users.
<b>B.4</b>	<b>Vendor Stability</b>
B.4.1	Vendor provides similar qualifications.
B.4.2	Vendor has a stable history (x years).
B.4.3	Vendor is in good financial health.
B.4.4	Vendor has provided similar software to other US Federal government agencies.
B.4.5	Vendor has provided similar software to other non-US Federal government clients.
<b>B.5</b>	<b>Agency Enterprise Architecture Fit</b>
B.5.1	Software is part of existing agency property.
B.5.2	USAID has existing relationship with the vendor.
B.5.3	If not part of current architecture, software provide a unique fit and is compatible.
<b>B.6</b>	<b>Security</b>
B.6.1	Software can be reasonable accessible from behind the USAID firewall.
B.6.2	Leverages existing architecture security standards (network logons, etc.).
B.6.3	Software meets all USAID agency security requirements.
<b>B.7</b>	<b>Ongoing Maintenance</b>
B.7.1	Vendor provides warranty/maintenance support for X years.
B.7.2	Vendor maintains online knowledge bases for support issues.
B.7.3	Maintenance is estimated to be less than 40 hours / year.
B.7.4	Maintenance can be conducted in-house at USAID.