
USAID Recovery Act Plan

Version 1.3



Office of the Chief Information Officer



“Transparency, Accountability, and Oversight”

Revision History

Version	Date	Change Description
0.01	03/15/09	Initial draft content
0.02	04/15/09	Added content to align with final OMB guidance
1.0	04/21/09	Updated funding tables and addressed OMB questions
1.1	5/01/09	Addressed OMB and Risk Management comments.
1.2	05/14/09	Addressed OMB comments and removed funding tables.
1.3	05/24/10	Updated progress on goals and contract activity. Aligned with recent OMB guidance. Updated SAO, Alternate SAO and Compliance Lead designations.

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I. USAID Recovery Act Plan

Purpose

Pursuant to Division A, Title XI of the American Recovery and Reinvestment Act (“Recovery Act”) of 2009 (P.L. 111-5), USAID has received \$38 million for immediate information technology security and upgrades to support mission-critical operations. Due to Agency IT priorities and toward maximizing job creation with the Recovery Act funds, USAID determined that the funding should be dedicated to the Global Acquisition and Assistance System (GLAAS) project. The purpose of this document is to describe both broad USAID Recovery Act plans as well as our USAID program-specific plans for use of these Recovery Act funds. In response to recent OMB guidance M-09-15 dated April 3, 2009, and all subsequent updates provided to date, this document details USAID’s Recovery Act plans, governance structure, program-specific funding, goals and the established process for managing Recovery Act programs and corrective actions.

An effort was made to organize this document in alignment with Sections 2.7 and 2.8 as well as the data elements for reporting detailed in Appendix 3 of the M-09-15 Guidance.

The M-09-15 guidance specifically requests an agency wide Recovery plan as well as a specific program plan for each program that receives Recovery Act funds. Since USAID is using all funds for one program, Section I of this document serves as the Agency plan and Section II addresses our program-specific plan.

How do the goals and objectives established in this plan align with Agency goals?

The Recovery Act specifically identifies five goals as its purpose:

- Preserve and create jobs and promote economic recovery
- To assist those impacted by the recession
- To provide investments needed to increase economic efficiency by spurring technological advances in science and health
- To invest in transportation, environmental protection, and other infrastructures that will provide long-term economic benefits
- To stabilize State and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases

In an effort to align our overall Agency plans with these Recovery Act goals, USAID decided to use this funding to complete the rollout of its Global Acquisition and Assistance System (GLAAS). GLAAS is a new enterprise business system that will, for the first time, give USAID the ability to process more than \$11.5 billion in contract and grant transactions worldwide. GLAAS is integrated with the Agency’s financial system (Phoenix). When GLAAS is fully deployed, it will enable USAID to provide complete, timely and accurate reports to OMB, Congress and other external stakeholders.

Investment in the GLAAS system is consistent with the Agency’s business modernization initiatives and meets the objectives of e-Gov. GLAAS is able to maximize interoperability and minimize redundancy

through integration with a host of internal and external systems. Through the real-time integration of GLAAS with USAID’s financial management system, the Agency is able to provide inclusive, timely, and accurate reporting to better accommodate mandates and management of stakeholders’ data calls. GLAAS provides real-time integration with the Agency’s financial system for posting commitments, obligations, and awards, as well as synchronization of vendor data. This system also integrates with external government systems including FPDS-NG, FedBizOpps, FAADS, and Grants.gov, which reduces user workload, simplifies the acquisition and assistance process, and provides consistent and accurate data for “Recovery.gov.” Utilizing a single acquisition and assistance (A&A) tool provides significant benefit to the Agency in terms of optimizing staff workload, reducing deployment and project management costs, improving reporting, and retiring legacy systems. GLAAS allows USAID to handle its increased workload while preparing for current trends, which include: 1) increased competition mandated by Congress, increased transparency; and 2) the need for additional oversight as USAID increases its opportunities targeted to new partners, small businesses, and local and indigenous organizations.

Do our goals and objectives align with the Recovery Act of 2009 goals, and what are the outputs, outcomes and expected efficiencies?

GLAAS project funding contributes toward a total work effort of 180 person years of employment for individuals in the Washington DC area, the majority of whom are small business employees. Person years are used by USAID for budgeting and planning purposes and should not be confused with the FTE-Jobs reported quarterly to OMB by recipients. FTE-Jobs reported are calculated in accordance with OMB’s recipient reporting guidance published on www.federalreporting.gov and are based on actual hours worked. Recovery Act funding is specifically used to procure needed resources, providing the ability to retain critical systems development staff to provide additional functionality and to hire much needed system trainers and help desk support staff, thus creating a positive impact on employment while providing necessary support to GLAAS. Upon implementation, GLAAS will support USAID’s continuing effort to engage small businesses through acquisitions and assistance projects in support of the Agency’s mission.

How will USAID distribute the ARRA funds received?

As mentioned above, USAID plans to use all \$38M of Recovery Act funds received towards completing the rollout of GLAAS. Table I below details our plan by the Appropriation title.

How much money will be provided by Appropriation title listed within the Recovery Act for 2009?

Table I below outlines the amount of Recovery Act funds broken out by appropriation.

Table I: USAID Agency Recovery Act Funding Table

Appropriation Title	Amount
D&CP/Capital Investment Fund (CIF)	\$38M, to be used for critical infrastructure upgrades

How will USAID regularly review the progress and performance of the Recovery Act Programs?

All major USAID programs must participate in the USAID Life Cycle review process (illustrated in Figure 1) that has been established to standardize program/project management and reporting, improve quality of delivery, and assure that measurable program objectives and goals are established, tracked and achieved on schedule and within budget. GLAAS has already successfully completed multiple stage gate reviews, the most recent of which was an Integrated Baseline Review in March 2010. This baseline will be adjusted to reflect the funds remaining and their respective milestones. The high-level milestones for tracking progress are listed within Section II of this plan; however the actual start and end dates may change based on availability of funds(s) and the ability to place them on contracts.

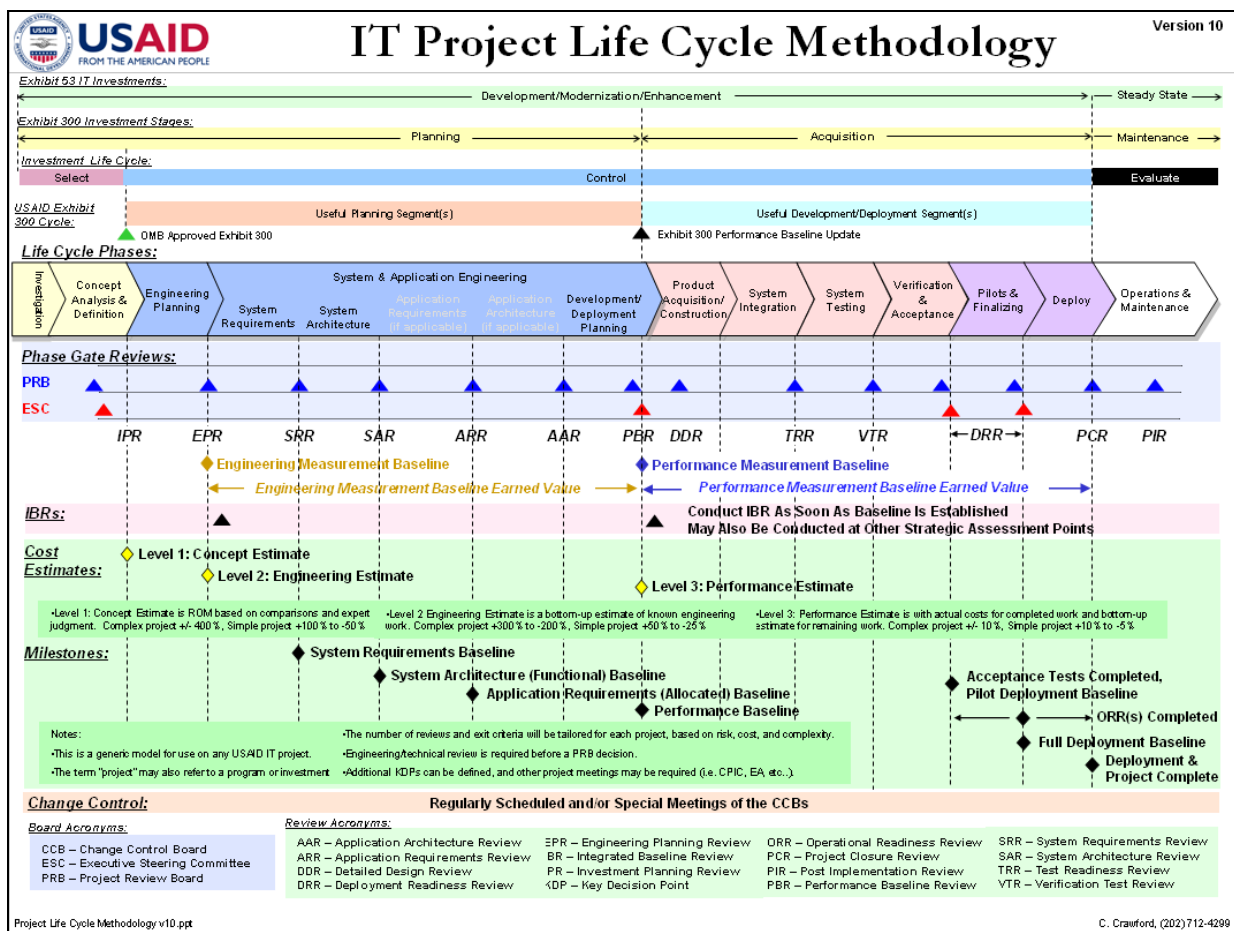


Figure 1: USAID Project Life Cycle Process used for all major projects

USAID has established an ARRA Senior Risk Management Council (SRMC) to provide oversight of Recovery Act activities through periodic reviews and assessment of Recovery Act performance. The Council, led by the Senior Accountable Official (SAO), will conduct regular reviews of recovery planning, implementation, reporting and performance to include risk identification and corrective actions. The Council is composed of the SAO, the alternate SAO, the Chief Operating Officer, the Chief

Financial Officer, the Senior Procurement Executive, the Chief Human Capital Officer, the Chief Information Officer, and the Performance Improvement Officer. The Office of General Counsel and Office of Inspectors General serve in advisory roles on the Council.

What are the foundational elements of performance measurement for the Recovery Act funds and GLAAS?

A key element of the Recovery Act is the importance of transparency and accountability. Effective performance measurement is critical to realizing these goals. Three primary factors affecting performance measurement for the Recovery Act have been provided within the M-09-15 Guidance:

1. Where is funding associated with the Act applied?
2. When is funding distributed?
3. What are the results of the distributed funding?

These three factors are in close alignment with standard performance measurement characteristics associated with project and program performance metrics established by the USAID Life Cycle Management process: scope, schedule, and budget. Formal measurement techniques such as Earned Value Management (EVM) will continue to be used wherever possible at the project or activity level. Table 6 on page 12 provides more specifics on quantifiable output measures for the GLAAS Project.

How will USAID identify areas of risk and the completion of corrective actions?

USAID has established a Risk Management Team specifically to evaluate and monitor ARRA compliance. This team functions independently of the established Recovery Act working group and the GLAAS Program Management team. The Risk Management Team has developed a comprehensive Risk Management Plan (RMP) that presents the Risk Management Strategy, Risk Framework, Risk Analysis and Assessment, Risk Mitigation and Risk Reporting processes necessary for implementing and maintaining proactive risk management as part of the overall management and monitoring of our ARRA activities. The Risk Management Team is comprised of key members from the GLAAS project: the Office of the Chief Financial Officer (OCFO), the Office of the Chief Information Officer (OCIO), and the Office of Acquisition and Assistance (OAA). Representatives from the Office of the Inspector General (OIG) also participate on the team in an advisory capacity. For more information, please contact the ARRA Risk Management lead, Lynn Winston, (M/CFO/APC) at lwinston@usaid.gov.

How will USAID compete contracts for Recovery Act funds and what types of contracts will be issued for GLAAS?

USAID awarded one new contract and modified four existing GLAAS contracts that were awarded competitively under the Federal Acquisition Regulation (FAR) for GLAAS implementation. The modifications added ARRA funding through discrete contract line items and ARRA compliance clauses pertaining to reporting procedures for Recovery Act Funds. A description of planned contract activities is provided immediately below.

- Deployment – an existing contract that provides the services necessary to allow staff at Headquarters offices and missions worldwide to access GLAAS. These services include

development and conduct of staff training, collection and migration of required contract and grant data, user configuration and access, and post production support (initially onsite, along with Help Desk services.) A small business is providing the required deployment services. In FY 2011, USAID will determine whether to issue a new task order on this contract based on the performance of this company under the current contract.

- **Systems and Development Support** – existing contracts that provide the services necessary to complete the development of the remaining outstanding functionality required for full deployment of GLAAS. This contract covers the development of the two remaining releases (GLAAS 3.1 and GLAAS 3.2), including custom reports required to meet management and stakeholder reporting requirements. This systems development vendor will provide operations and production support services in support of the deployment effort. A new contract was awarded in August 2009 for the GLAAS 3.3 release, including the associated custom reports. Another contract will be awarded to continue development support through implementation.
- **Project Management, Change Management & Business Process Reengineering** – an existing contract that provides project management services in support of USAID’s responsibilities for managing the overall management, Earned Value, Schedule, and Release Management. This contract also covers Change Management and Business Process Reengineering services designed to assist Headquarters’ offices and missions worldwide prepare their organizations for deployment of GLAAS. These activities include a full range of communication efforts, along with assisting individual offices and missions to refine their business processes to bring them in line with GLAAS. A new award is in process to procure project management services through September 2011.
- **Disaster Recovery** – a contract that provides disaster recovery services to ensure the availability of GLAAS in the event of a hardware or software failure. An agency enterprise disaster recovery (DR) contract is in place to consolidate USAID’s corporate applications into one DR location in the future. GLAAS will be one of the first applications to scale to the enterprise solution upon completion.

Who within USAID has been assigned responsibility for administering Recovery Act guidance?

Table 2 lists the key individuals accountable for implementing USAID’s ARRA plans and compliance with OMB requirements.

Table 2: USAID Recovery Act Key Contacts

Role	Name	Organization
USAID ARRA Senior Accountable Official	Drew Luten	M/SDAA
USAID ARRA Senior Accountable Official Alternate	TBD	
Goal Lead	Maureen Shauket	M/OAA
ARRA OMB Compliance Lead	Shirl Hendley	M/CIO
ARRA OMB Contract Support	David Wray	M/CIO/ICOR
GLAAS Program Manager	Tracy Blackburn	M/CIO/BSE
ARRA Risk Manager	Lynn Winston	M/CFO/APC
ARRA Contracts	Michael Clark	M/CIO/CMS
Advisory	Office of Inspector General	OIG

Table 3 details the USAID groups involved in governing Recovery Act activities.

Table 3: USAID Governance for Recovery Act

Governance Organizations	Members	Roles / Responsibilities
USAID ARRA Senior Risk Management Council (SRMC) Quarterly	Chair: SAO Alternate: Alternate SAO Members: CFO, CIO, COO, Procurement Executive, Chief HCO, PIO, GC, IG	<ul style="list-style-type: none"> Accountable for reconciliation, transparency and reporting on the use and outcomes of funds provided through the Recovery Act Approved Agency-wide Recovery Plan
USAID Risk Management Team (RMT) Meeting Frequency: Weekly	Chair: ARRA Risk Manager Members: CFO, CIO, OAA, OIG	<ul style="list-style-type: none"> Identify and control risks through risk assessments, risk mitigation, monitoring, and corrective actions
USAID ARRA Working Group Meeting Frequency: Weekly	Chair: CIO Members: CE, D/CIOs, CISO, CMS, BCIP, OAA & BSE Representative	<ul style="list-style-type: none"> Created/govern the Program-Specific Recovery Act Plan Provide resources required to support compliance (i.e., people, technology, processes) Oversee implementation of program/project life cycle governance Submit weekly/monthly reports to RecoveryAct.gov

Governance Organizations	Members	Roles / Responsibilities
Contracts and Management Services (CMS)	N/A	<ul style="list-style-type: none"> Ensure that all new and existing contracts flow down new FAR clause for Recovery Act Report on contract status (e.g., RFP, AWARD, etc.) as required Ensure that vendors who receive Recovery Act funds meet reporting requirements
D/CIO Operations & Assigned Program Managers	N/A	<ul style="list-style-type: none"> Created Program-Specific Recovery Act Plan Manage Recovery Act programs to achieve Recovery Act goals Report monthly progress and escalate issues/risks appropriately Refine process/procedures to ensure reporting accuracy and transparency

Table 4 maps accountability of the specific OMB requirements to the respective key point of contact and organization defined.

Table 4: Responsibilities of USAID Recovery Act governance bodies assigned to OMB requirements

USAID ARRA OMB Reporting Task Assignments	
Requirement	Organization
Agency Recovery Plan	CIO
Program-Specific Recovery Plan	CIO/BSE & CIO
Major Communications	AA/M , CFO, CIO, & OAA
Funding Notification Report	CIO/CMS
Weekly Updates	CIO Prepares, CFO and AA/M Approve
Requirement	Organization
Award Transaction Data Feeds	CIO/BSE and CIO/CMS
Prime Recipients	
Requirement	Reference Point
Quarterly Prime Recipient Reporting	CMS assures vendors are reporting accurately

II. Program Specific Recovery Act Plan for GLAAS

Purpose

The purpose of the GLAAS Recovery Plan is to document program specific goals and objectives that can be used to measure progress over time and provide transparency and visibility to the public on the success/failure of established Recovery Act plans.

As described in Section I, GLAAS is a new enterprise business system that will, for the first time, give USAID the ability to process more than \$11.5 billion in acquisition and assistance/grants transactions worldwide.

In this section we address the specific questions required for the program specific recovery plan.

Does this program align with an existing Program Assessment Rating Tool (PART) program?

Yes, GLAAS is aligned with “10002302 – U.S. Agency for International Development Administration and Capital Investment.”

Does this program align with an existing Catalog of Federal Domestic Assistance (CFDA) Program?

No, GLAAS does not align with an existing CFDA Program.

What are the GLAAS Program Objectives?

Program Purpose

The Global Acquisition and Assistance System (GLAAS) is the United States Agency for International Development (USAID) solution for supporting acquisition and assistance management activities throughout the entire procurement life cycle (i.e., from planning through closeout). GLAAS is able to maximize interoperability and minimize redundancy through integration with a host of internal and external systems. Through the real-time integration of GLAAS with USAID’s financial management system, the Agency is able to provide inclusive, timely, and accurate reporting to better accommodate mandates and management of stakeholders’ data calls. GLAAS will provide real-time integration with the Agency’s financial system for posting commitments, obligations, and awards, as well as synchronization of vendor data. This system will also integrate with external government systems, including FPDS-NG, FedBizOpps, FAADS, and Grants.gov, which will reduce user workload and simplify the acquisition and assistance process and provide appropriate data for “Recovery.gov.”

How will the public benefit from the implementation of GLAAS?

Public Benefits

GLAAS project funding contributes toward approximately 180 full-time work years of employment for individuals in the Washington DC area, the majority of whom are small business employees. Recovery Act funding provides the ability to retain critical systems development staff to provide additional functionality and to hire much needed system trainers and help desk support staff, thus creating a positive impact on employment while providing necessary support to GLAAS. Upon implementation,

GLAAS will support USAID's continuing effort to engage small businesses through acquisitions and assistance projects in support of the Agency's mission.

Upon full implementation, GLAAS will provide USAID with an automated tool for managing its acquisition and assistance projects by almost 5,000 USAID staff members located in Washington offices and in missions throughout the world. The USAID managers responsible for overseeing these projects will benefit from real-time financial integration of this web-based acquisition and assistance management system. GLAAS will provide to the full range of users, including executive managers, the type of real-time acquisition and assistance reports with the financial information necessary to effectively manage these obligations.

The specific capabilities that full implementation of GLAAS will bring to USAID include:

- Approval using the automated system for at least 99% of A&A transactions;
- Use of real-time financial information to manage A&A projects by 100 % of Washington offices and a high, but "not-yet-determined" percentage of USAID missions worldwide. USAID will determine this percentage based on the results of network performance testing, including the viability of options for mitigating network issues at individual missions;
- Production of standardized acquisition and assistance reports for internal and external stakeholders that are produced accurately and on-time on at least a 99% rate;
- Ability to generate standardized acquisition and assistance reports by 100% of Washington offices and a high, but "not-yet-determined" percentage of USAID missions worldwide. (See previous explanation about network performance.); and,
- Automated reporting to FPDS-NG for at least 95% of procurements done by USAID Washington offices and missions worldwide.

Savings or Costs for GLAAS:

GLAAS represents a single, unified A&A tool that will provide significant benefit to the Agency in terms of staff workload, deployment, and project management. These benefits include:

- Reducing the burden of training staff by nearly 50% in comparison to deployment of separate systems;
- Allowing the reuse of existing system customizations, configurations, and integrations developed for the PRISM Acquisition tool, a Commercial-Off-The-Shelf (COTS) product;
- Providing a projected efficiency gain of 10% of the total amount of spend processed through implementation of a combined A&A system; and,
- Reducing the operating expenses required to provide a system that allows USAID staff to manage both contract and grant activities.

What kinds of projects and activities are to be performed?

Projects and Activities

The Recovery Act funding will be used to procure resources that will support the activities needed to deploy the GLAAS application to USAID's regions, as well as provide a disaster recovery environment for the GLAAS system. The full-range of activities will span those typical for an IT development and deployment project of this size and complexity, as outlined below in Table 5. Table 6 on page 12 provides an additional detailed breakout in the "Outputs/Milestones" column of the activities described in Table 5.

Table 5: Funding, Activities, Characteristics and Delivery Schedule for GLAAS'

Funding	Activity	Characteristics	Delivery Schedule (completion dates)
\$20,880,000	Deploy GLAAS to USAID/Washington offices and to up to 81 USAID missions worldwide ²	Existing Time & Materials (T&M) contract with small business	Aug-11
\$8,393,000	Provide Project Management, Change Management, & Business Process Reengineering support for GLAAS ³	Existing T&M & Fixed Price contracts ⁵	Sep-11
\$6,681,000	Complete development of critical software functionality required for full deployment of GLAAS ⁴ ; conduct operations and production support activities	Initial contract - Cost Plus contract; New contract – Firm Fixed Price	Sep-10
\$2,046,000	Technical support including disaster recovery support	Existing T&M contracts	Jun-11
GLAAS Total: \$38,000,000			

¹ Recovery Act Funds cover a portion of costs for above milestones; other sources of funds (including FY09 CIF and OE, \$10 million and \$2 million, respectively) will supplement the Recovery Act funds to allow completion of the project.

² Deployment includes the delivery of the GLAAS software and supporting business processes to USAID users at all USAID locations worldwide. These activities consist of data migration, training material development, training delivery, pre-deployment activities, site and user configuration, and post-production support. A small business is performing this work.

³ Project management support includes organizational change management, business process reengineering, and system and subject-matter expertise.

⁴ Initial contract expired in August 2009. A new contract was awarded through August 2010 for an additional GLAAS release. Will require a new contract to provide services through completion of deployment in June 2011.

⁵ Initial contract expired in May 2010. Award is pending for a new contract to provide services through September 2011.

How will the GLAAS Program collect performance data on an annual basis and make it available to the public in a transparent and meaningful manner?

Measures for GLAAS:

The GLAAS Project will continue to use USAID's Performance Based Management System (PBMS), which employs Earned Value Management (EVM) to provide visibility into the status of the project activities including cost and schedule performance. The EVM System (EVMS) provides timely, valid, and auditable project cost and schedule status information to project managers, senior managers, executive sponsors and stakeholders. EVM is performed in conjunction with a full spectrum of project controls to improve project execution and provide senior managers the insight they need to make informed decisions.

The GLAAS Project implemented Earned Value Management in a manner consistent with standards established by the Office of Management and Budget (OMB) and the USAID Project Life Cycle process described in Section I. We monitor cost and schedule variance on a monthly and cumulative basis, including conducting a more in-depth analysis for any control account that exceeds established thresholds. This analysis includes the cause for the variance, the impact on cost and schedule, and any corrective actions required. For the GLAAS project, any control account that has a monthly or cumulative cost or schedule variance of 10% undergo analysis to determine the basis for the variance and development of a corrective action plan.

The key outputs from the program's activities and milestones are managed, monitored, measured, and completed as defined within its integrated master schedule. A summary of the expected outputs are defined below in Table 6.

Table 6: GLAAS Outputs / Milestones

GLAAS Activities	Outputs / Milestone	Measures	Progress/Status
Deploy GLAAS to USAID/Washington offices and to USAID missions worldwide	Deployments	Cornerstone Deployments: 2 (11 missions)	2 of 2 completed
		USAID/W Deployments: 21 Bureaus/Offices (6 fully and 2 partially deployed pre-ARRA funds)	21 of 21 completed
		Worldwide Deployments: 79 missions (15 deployed pre-ARRA funds)	31 of 79 completed
	Helpdesk and Deployment Operations	Helpdesk calls	5,171 Helpdesk Contacts (through 3/31/10)
	Training Materials Development and Computer Based Training	User Training	1,565 USAID staff trained (through 3/31/10)
Provide Project Management, Organizational Change Management, and Business Process Reengineering support	Project Controls and Oversight	Risk Management	Risk Status Rating: Green
		Schedule Management (15 Major Milestones)	<ul style="list-style-type: none"> • Milestones Completed: 7 of 15 • Milestones in Progress: 4 of 15
	OMB and Governance Reporting	<ul style="list-style-type: none"> • Earned Value Management • Capital Planning 	<ul style="list-style-type: none"> • CPI: 1.01 • SPI: 1.0 • IT Dashboard Update: Feb 2010
	Organizational Change Management Initiatives	GLAAS Website Re-Design	<ul style="list-style-type: none"> • Website Launched: Aug '09 • Page Views/Month: Increased by 248% (Post Launch)
		Executive Messaging and Senior-Level Briefings	Senior Agency Briefings: 19 of 19 (approx. 275 attendees)
		Communications to User Community	<ul style="list-style-type: none"> • USAID/W Kickoff Sessions: 6 of 6 • (250 future users/stakeholders) • GLAAS Notices Released: 208

GLAAS Activities	Outputs / Milestone	Measures	Progress/Status
	Business Process Improvement	<ul style="list-style-type: none"> • Define Workflows, Configuration Process, & User Matrix • NMS Retirement 	<ul style="list-style-type: none"> • USAID/W BPI Actions: 21 of 21 Bureaus/Offices • Worldwide BPI Actions: 31 of 79 Missions (15 pre-ARRA) • Targeted Completion: September 30, 2010
Develop critical software functionality required for GLAAS and perform production support activities	GLAAS 3.1 Release	5 Stage Gates 1. Requirements 2. Design 3. Test Readiness Review 4. Verification Test Review 5. Deployment Readiness Review	<ul style="list-style-type: none"> • Stage Gates Completed: 5 of 5 • Released to Production: Aug '09
	GLAAS 3.2 Release		<ul style="list-style-type: none"> • Stage Gates Completed: 5 of 5 • Released to Production: Dec '09
	GLAAS 3.3 Release		<ul style="list-style-type: none"> • Stage Gates Completed: 4 of 5 • Planned Release: Jun '10
	Custom Report Development	Report Releases	<ul style="list-style-type: none"> • GLAAS 3.1 Reports – Published Jun '09 • GLAAS 3.2 Reports – Published Jan '10 • GLAAS 3.3 Reports – Planned for Jul '10
Disaster Recovery support	Infrastructure Support	System Availability	<ul style="list-style-type: none"> • Completed assessment of mission bandwidth requirements, and identified locations that require additional bandwidth. • Implementing bandwidth upgrades, where applicable, to improve network performance. • Implementing application improvements to improve system performance.

GLAAS Activities	Outputs / Milestone	Measures	Progress/Status
	Disaster Recovery (Labor Portion)	Data storage and data recovery	<ul style="list-style-type: none"> • Procurement awarded to begin activities. DR solution expected to be in place no later than September 2010.

How will the GLAAS Program be evaluated and monitored?

Monitoring/evaluation: The GLAAS project will continue to be monitored within USAID’s project Life-Cycle governance process. This will ensure that direct line of business accountability for reporting, monitoring, evaluation and mediation is established before funding is provided to contractors. Our life-cycle governance process provides methods for tracking performance and risk, including specific project metrics required to measure value and progress, and report results to stakeholders. These metrics and other subjective elements will be used to track accomplishments and assess the performance of the project managers.

The USAID Project Life-Cycle Process, Section I, Figure I is a proven framework and methodology based on the Project Management Institute (PMI) PMBOK for Project Risk Management, the Institute of Electronics and Electrical Engineers (IEEE) Std 1058-1998 for Software Project Management Plans, and the Capability Maturity Model Integration (CMMI) for Systems/Software Engineering v1.1. Completed work and costs for GLAAS are measured against planned work and costs using standard USAID Earned Value Management methodology.

Environmental Review Compliance: The GLAAS project has received exemption from the compliance with the National Environmental Policy Act, National Historic Preservation Act, and related statutes.

How will the GLAAS Program assure transparency and visibility as required by the Recovery Act of 2009?

Transparency: USAID’s plans, costs, accomplishments, and results are updated on the Agency Recovery Act webpage, with appropriate information also provided to Recovery.gov. The GLAAS measures identified in Table 6 are updated on a monthly basis, or as appropriate based on the deployment schedule.

Ultimately, GLAAS will enhance USAID’s ability to provide important financial information to the public, thereby promoting transparency and accountability.

Accountability: Earned Value measurement is used to track accomplishments of the planned work and used in personnel performance evaluation for the managers of these projects.

Are there any known barriers that would prevent effective implementation?

Given USAID's mission and where we operate, the following known risk could impact effective implementation of the GLAAS system:

- Uncertainty of political environment within foreign countries could impact operational conditions

How will GLAAS comply with the Recovery Act Federal Infrastructure requirements?

Federal Infrastructure Investments: Consistent with the objectives and requirements of the National Environmental Policy Act, this project will help with decreasing paper retention and paper outputs of USAID and thus will save personnel time and office space. In addition, equipment and approaches used in this project will be evaluated for appropriateness of “green” equipment for increased energy efficiency in USAID-occupied buildings.

III. Recovery Act Plan Acronyms

- AA – Assistant Administrator
- ARRA – American Recovery and Reinvestment Act
- BCIP – Budget and Capital Investment Planning
- BPA – Blanket Purchase Agreement
- BSE – Business Systems Engineering
- CCR – Central Contractor Registry
- CE – Chief Engineer
- CEA – Council of Economic Advisors
- CFDA – Catalog of Federal Domestic Assistance
- CFO – Chief Financial Officer
- CIO – Chief Information Officer
- CISO – Chief Information Security Officer
- CMS – Contracts and Management Services
- COO – Chief Operating Officer
- D/CIO – Deputy Chief Information Officer
- DO – Delivery Orders
- DUNS – Data Universal Numbering System
- EMAIL – electronic mail
- EVM – Earned Value Management
- FAADS – Federal Assistance Award Data System
- FACTS II – Federal Agencies' Centralized Trial-Balance System II
- FAQ – Frequently Asked Question
- FAR – Federal Acquisition Regulation
- FBO – Federal Business Opportunities
- FFATA – Federal Funding Accountability and Transparency Act of 2006
- FISMA – Federal Information Security Management
- FPDS – Federal Procurement Data System
- GAO – Government Accountability Office

- GLAAS -- Global Acquisition and Assistance System
- GPRA – Government Performance Results Act of 1993
- GSA – General Services Administration
- GWAC – Government Wide Acquisition Contracts
- HTTP – Hypertext Transfer Protocol
- HUBZone -- Historically Underutilized Business Zone
- IDIQ – Indefinite Delivery/Indefinite Quantity
- IDV – Indefinite Delivery Vehicles
- IGs – Inspectors General
- MCRC – Management Control Review Committee
- NAICS – North American Industry Classification System
- OAA – Office of Acquisition and Assistance
- OIG – Office of Inspector General
- OMB – Office of Management and Budget
- OMB-MAX – wiki-based collaboration environment
- PART – Program Assessment Reporting Tool
- PO – Purchase Order
- RATB – Recovery Accountability and Transparency Board
- Recovery Act – The American Recovery and Reinvestment Act
- RMT – Risk Management Team
- SBA – Small Business Administration
- SDB – Small Disadvantaged Business
- SRMC – Senior Risk Management Council
- TAS – Treasury Account Symbol
- URL – Uniform Resource Locator
- XHTML – eXtensible Hypertext Markup Language
- XML – eXtensible Markup Language