



USAID
FROM THE AMERICAN PEOPLE

USAID Enterprise Architecture
Agency Concept-level Overview
Volume II: Appendices

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Version History

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Appendix 1: Environmental and Strategic Analysis

The framework for analysis applies an “outside-in approach” and includes critical definitions as depicted in the figure below:

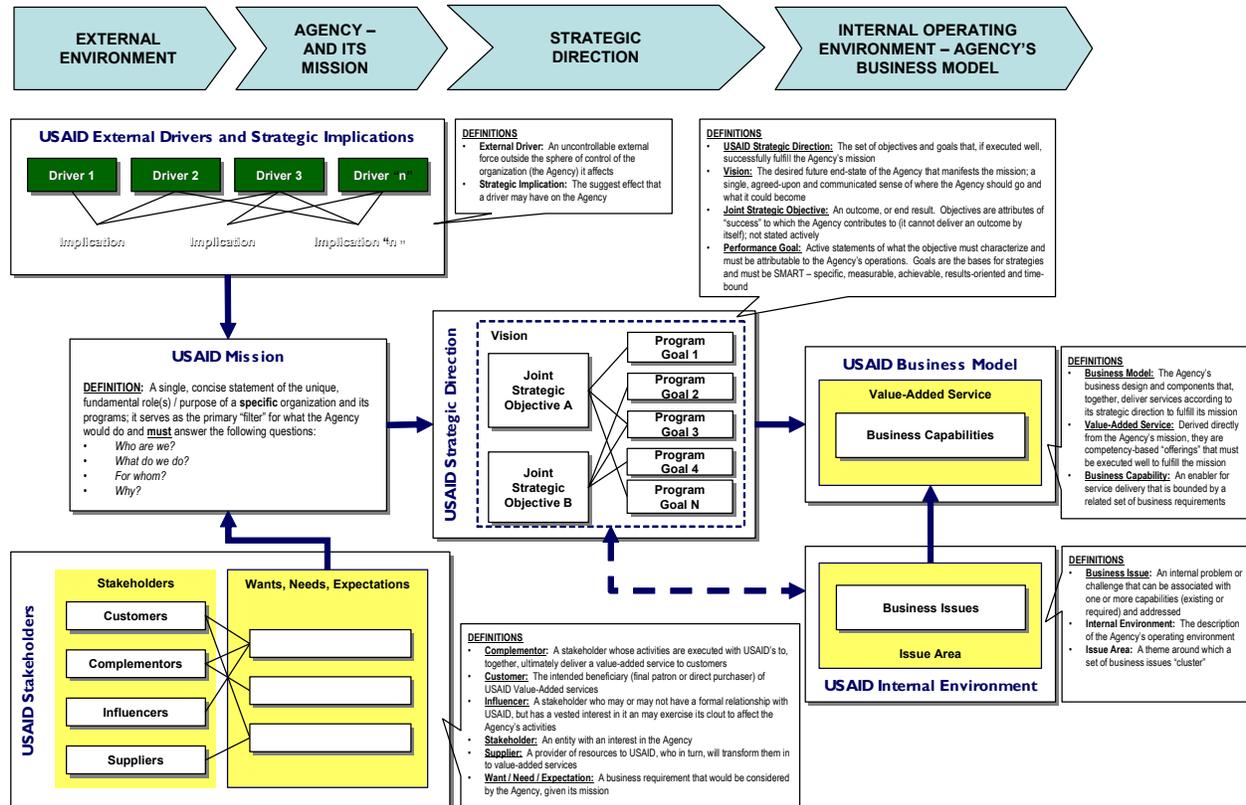


Figure 1: Environmental Analysis process flow

The Environmental Analysis of USAID is a comprehensive survey and assessment of the operating conditions that guide and influence USAID’s day-to-day business management and program management operations. As summarized briefly below and in greater detail in the following pages, the environmental analysis reviews

- the external environment
- the Agency’s stakeholders and their requirements
- the Agency and its mission and strategic direction
- the Agency’s internal operating model

Environmental Analysis generates several products that will be useful in developing Federal Enterprise Architecture (FEA) compliant deliverables. Foremost among these is the USAID Business Capability Map, which is a graphical representation of the Agency’s Business Model, displayed in terms of Business Capabilities, Value-Added Services, and common business Management Levels. This Business Capability Map will be discussed in greater detail in a

subsequent chapter. However, it should be noted here that USAID's enterprise architecture will be based upon and aligned with the business capabilities that populate the map.

The Environmental Analysis process flow is presented in Figure 1. The first step of this analysis is the **External Environment Phase**, which includes a USAID External Drivers and Strategic Implication Review, and a USAID Stakeholder Assessment. IBM surveyed the factors that affect USAID's operations, and identified and classified USAID's primary stakeholders, to understand the phenomena and groups that influence or are influenced by Agency operations.

During the second phase of the Environmental Analysis, called **The Agency and its Mission**, IBM compared the outputs from the first stage to the USAID Mission and examined the Agency's purpose, organization, and operational mandates. The next step in the Environmental Analysis, the **Strategic Direction Phase**, surveyed the Agency's vision, objectives, and goals. The USAID Strategic Direction served as the major input in developing the USAID Business Model, depicted in the Business Capability Map. This Business Model is the set of capabilities that USAID must possess and exercise in order to deliver or serve its Mission, which in turn is informed by Stakeholders' Wants, Needs & Expectations, as well as the external/internal drivers that influence USAID's Mission.

The **Agency Business Model** or Business Capability Map comprises two types of components: Value Added Services (the vertical columns of the map) and Business Capabilities (the internal cells on the map). A Value-Added Service supports the Agency's Mission and Strategic Direction; it represents the competency-based offerings that USAID must execute to fulfill the Mission. A Business Capability is an enabler for services delivery that is bounded by a set of related business requirements. A logical grouping of business capabilities constructs a Value-Added Service.

Forces Driving the Agency

The first phase of the Environmental Analysis is the External Environment Phase, which includes the process of identifying external drivers and their strategic implications. USAID is a dynamic agency charged with executing an extremely difficult Mission. This includes not only providing development and humanitarian assistance to help improve the lives of millions of people overseas, but also helping to increase U.S. national security, and thus the lives of Americans at home, by mitigating factors that may invoke hostile actions against the United States.

Drivers that affect the operations and direction of USAID are represented in Appendix 2, External Drivers and Strategic Implications. They include, but are not limited to:

- National Security Strategy (NSS) Mandates
- Destabilization of Nation States
- On-going demand for development assistance and for humanitarian relief
- Competition within the U.S. Government for development and humanitarian assistance funds, associated with "new" participants and expertise in the relief and development field.
- Evolving relationship and joint management operations with Department of State

- Ongoing need to improve targeted business operations, through the process of USAID Business Transformation (including in particular Strategic Management of Human Capital, Modernizing Business Systems, Knowledge for Development knowledge, and Investing in successful programs.

Agency Value Net – Who are the Players?

The second phase of the Environmental Analysis entails identification of USAID Stakeholders and their Wants, Needs, and Expectations. Understanding that the ADS uses particular definitions, the IBM team categorized USAID stakeholders into four major groups for purposes of environmental analysis: (1) Customers, (2) Partners, (3) Influencers, and (4) Suppliers.

The table in section 3 provides a list of stakeholders aligned to these groups. This is based upon existing USAID documents, interviews with USAID personnel, and work completed on the USAID HIV/AIDS Enterprise Architecture. USAID's Stakeholders range from U.S. and foreign public to other USG agencies and the governments of foreign countries, and hold diverse expectations of USAID. The multiplicity of stakeholders and their many wants, needs, and expectations accounts for some of the complexity in the USAID business model and the corresponding need for many business capabilities.

A complete list of the USAID Stakeholder Groups Wants, Needs, and Expectations is located in the Appendix 3 Stakeholders WNE

The Agency and its Mission phase of the Environmental Analysis are ongoing, as USAID continues to evolve its working relationship with the Department of State under the Joint Strategic Plan mandated by OMB. If USAID develops an Agency-specific mission statement, an understanding of the USAID External Drivers and Strategic Implications, as well as the USAID Stakeholders' Wants, Needs, and Expectations has been established and can provide a greater level of clarity to such a process.

USAID's Strategic Direction, the third phase of the Environmental Analysis, encompasses the USAID vision, objectives, and goals, which are also articulated in the Joint Strategic Plan. The product generated in this stage is a table that depicts the alignment of Department of State and USAID Joint Strategic Objectives, Joint Strategic Goals, the Agency ownership of the Strategic Goal, the Performance Goal, the Bureau executing the against the goal, and the recently developed USAID Standard Program Components. These tables are located in Appendix 4 Strategic Objective and Goal Alignment.

The Agency's Current Internal Operating Environment

The Environmental Analysis sought to compile and organize data about USAID's internal operating environment into useful information which, when added to the analysis of the Agency's external operating environment, would support the logical development of USAID's first comprehensive Enterprise Architecture.

USAID Internal Environment and Business Issues

The business issues impacting USAID operations and achievement were identified. The business issues provided a context in which to understand and organize day-to-day business

functions. The outcome of which is the identification of business functional group(s) discussed in Section 5 of this document. The function groups require some remediation, investment, overhaul or improvement, in order to derive or realize greater amounts of business value.

The business issues to facing USAID are presented in Appendix 5: Business Issues/Business Issue Classification

Completion of the Environmental Analysis provides the context and understanding for exploring the many drivers, stakeholders, strategic mission and direction, and challenges and opportunities that affect USAID. The Environmental Analysis should be regularly revisited and revised, in order to ensure the most current context for the Agency's business architecture Reference Model.)

Appendix 2: External Drivers and Strategic Implications

EXTERNAL DRIVERS	IMPACT IS ON ...	STRATEGIC IMPLICATONS
<p>Constituent expectations and public focus on accountability</p> <ul style="list-style-type: none"> ▪ Presidential, legislative and regulatory mandates, e.g., PMA, GPRA, etc. ▪ Depletion of experienced, well-trained knowledge workforce; 60% of the USG knowledge workforce is eligible to retire in 5 years, and USAID is a part of that trend 	Clarity on mission, goals and operational capabilities	USAID must be focused on achieving results and demonstrating its relevance over the long term
<p>Global integration</p> <ul style="list-style-type: none"> ▪ Unprecedented flow of ideas, people, goods and services across the world ▪ Increased incidence of transnational issues – disease (HIV/AIDS, SARS), conflict, economic crises – threaten gains in development ▪ Increasing need to depend on a more coordinated response with a broader set of resources because of the unpredictability of response requirements 	Business operating model	Be responsive to global conditions by being able to continue to accelerate integration of Agency wide planning and operations
<p>Rapid technological change</p> <ul style="list-style-type: none"> ▪ Technology increasingly available and sophisticated, requiring a steadily increasing level of user competency ▪ Maturity of infrastructure in different parts of the world poses implementation, delivery and governance challenges for technology services 	Business network and resources (to include human, knowledge, and technological resources)	Have an agile infrastructure which is utilized to gain maximum potential from internal resources, and external competencies across USAID’s global infrastructure
<p>Asymmetric nature of foreign policy priorities and threats to national security</p> <ul style="list-style-type: none"> ▪ Anti-American attitudes continue to spread while world expectations of the U.S. continue to multiply ▪ Threats do not have to be sophisticated to have dramatic and widespread impact ▪ Increasing focus on security and the need to understand who USAID is funding 	Business capabilities	Must adapt USAID’s total value chain, from planning and donor coordination to implementation and outreach, to evolving and dynamic development and humanitarian assistance needs
<p>Increased competition in traditionally “protected” development arena and increasing mandates for work in “new” arenas, such as post-conflict reconstruction</p> <ul style="list-style-type: none"> ▪ Relationship with DoS is changing ▪ Increasing development role of other USG (e.g., CDC, Treasury, Global AIDS Coordinator, MCC) ▪ Changing nature of non-public resource flows (e.g., remittances, NGO programs, foreign trade & investment) ▪ Increasing USAID role in fragile and failing states 	Business culture and staff competencies	Be collaborative while differentiating to comparative advantage

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Appendix 3: USAID Mission, Strategic Goal, and Objective Alignments

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Achieve Peace and Security	Regional Stability	Joint	Conflict Mitigation	Existing and emergent regional conflicts are contained or resolved		Support peace processes
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices	DCHA	Improve justice sector/legal framework
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices	DCHA	Strengthen democratic national governance institutions
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor	DCHA	Support local government and decentralization
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor		Strengthen civil society
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor		Establish and ensure media freedom and freedom of information
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Universal standards protect human rights, including the rights of women and ethnic minorities, religious freedom, worker rights, and the reduction of child labor		Promote and protect human rights and equal access to justice

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices		Promote and support free and fair elections
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices		Support democratic and political parties
Advance Sustainable Development and Global Interests	Democracy and Human Rights	USAID	Democracy and Human Rights	Measures adopted to develop transparent and accountable democratic institutions, laws, and economic and political processes and practices		Promote and support anti-corruption measures
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Institutions, laws, policies foster private sector led growth, macroeconomic stability, and poverty reduction	EGAT	Improve economic policy and governance
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Institutions, laws, policies foster private sector led growth, macroeconomic stability, and poverty reduction		Protect and enhance the assets and livelihoods of the poor during periods of stress
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Increased trade and investment achieved through market-opening international agreements and further integration of developing countries into the trading system	EGAT	Improve private sector growth

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Increased trade and investment achieved through market-opening international agreements and further integration of developing countries into the trading system		Expand and improve access to economic and social infrastructure(energy, ICT telecommunications, transportation, power, irrigation, schools and health clinics)
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Increased trade and investment achieved through market-opening international agreements and further integration of developing countries into the trading system	EGAT	Enhanced participation in global trade and Investment
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Secure and Stable financial and energy markets	EGAT	Enhance the financial sector's contribution to economic growth
Advance Sustainable Development and Global Interests	Economic Prosperity and Security	USAID	Economic Prosperity and Security	Enhanced food security and agricultural development	EGAT	Improve agricultural productivity
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis	Global Health	Reduce transmission and impact of HIV/AIDS
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis		Prevent and control infectious diseases of major importance

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis		Reduce non-communicable diseases and injuries
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis	Global Health	Improve child survival, health and nutrition
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis	Global Health	Improve maternal health and nutrition
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis	Global Health	Reduce unintended pregnancy and improve healthy reproductive behavior
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Family and Workforce Health	Improve global health, including child, maternal, and reproductive health, and the reduction of abortion and disease, especially HIV/AIDS, malaria, and tuberculosis	Global Health	Enhance health systems capacity

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Environment	Partnerships, initiatives, and implemented international treaties and agreements that protect the environment and promote efficient energy use and resource management	EGAT	Promote sustainable management of natural resources and biodiversity conservation
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Environment	Partnerships, initiatives, and implemented international treaties and agreements that protect the environment and promote efficient energy use and resource management	EGAT	Reduce and prevent and mitigate pollution
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Environment	Partnerships, initiatives, and implemented international treaties and agreements that protect the environment and promote efficient energy use and resource management	EGAT	Improve access to clean water and sanitation
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Education	Boarder access to quality education with an emphasis on primary school completion	EGAT	Improve the quality of basic education
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Education	Boarder access to quality education with an emphasis on primary school completion	EGAT	Improve institutions of higher education
Advance Sustainable Development and Global Interests	Social and Environmental Issues	USAID	Education	Boarder access to quality education with an emphasis on primary school completion	EGAT	Improve quality of workforce
Advance Sustainable Development and Global Interests	Humanitarian Response	USAID	Humanitarian Response	Effective protection, assistance, and durable solutions for refugees, internally displaced persons, and conflict victims	DCHA	Improve emergency preparedness and disaster mitigation

USAID Mission and Strategic Objectives						
Joint Strategic Objective	Strategic Policy Objective (Joint Strategic Goal)	Agency Owner (USAID, DoS or Joint)	Program Area	Performance Goal	Bureau	USAID Standard Program Components
Advance Sustainable Development and Global Interests	Humanitarian Response	USAID	Humanitarian Response	Effective protection, assistance, and durable solutions for refugees, internally displaced persons, and conflict victims	DCHA	Provide emergency assistance
Advance Sustainable Development and Global Interests	Humanitarian Response	USAID	Humanitarian Response	Effective protection, assistance, and durable solutions for refugees, internally displaced persons, and conflict victims	DCHA	Enhance food security of vulnerable population
Advance Sustainable Development and Global Interests	Humanitarian Response	USAID	N/A	Improved capacity of host countries and the international community to reduce vulnerabilities to disasters and anticipate and respond to humanitarian	DCHA	N/A

Appendix 4: Business Issues/Business Issue Classification

USAID Internal Environment/Business Issues

The Internal Operating Environment – Agency Business Model phase identified USAID Business Issues which were classified by three components. The first component was whether or not the business issues were an “opportunity” for or a “barrier” against USAID operations. The second component is the USAID stakeholder alignment to business issues. Last, the third component is the business segmentation component, which denotes whether the business issue mainly takes the characteristic of an organization, knowledge, people, process or technology component. A review of the Business Issue / Business Issue Classification reveals the following:

- Approximately forty-seven Business Issues were identified after conducting the environmental analysis.
- Approximately half of the Business Issues are identified as opportunities for USAID operations and approximately half of the Business Issues are identified as barriers to USAID operations.
- Most of the Business Issues are aligned to the Influencer Stakeholder Group. Next the business issues are closely aligned to the needs, wants, and expectations of the Customer Stakeholder Group, and then followed by the Partner Stakeholder Group.
- Alignment of Business Issues by Business Component Area reveals the Business Issues to be fairly evenly distributed among the Organization, Knowledge, Process, and Technology Components with the need to address the People Component slightly lagging.
 - 12 Business Issues aligned to Process Component
 - 10 Business Issues aligned to Technology Component
 - 9 Business Issues aligned to Organization Component
 - 8 Business Issues aligned to Knowledge Component
 - 5 Business Issues aligned to People Component

This appendix - Business Issues / Business Issue Classification - represents the list of business issues developed and the corresponding classification of the business issues. The identified business issues were used, in addition to the USAID Strategic Direction to help construct the USAID Business Model (as known as the “Business Capability Map”)

An alignment of the Business Issues to Affinity Areas or “Functional business Areas” of particular concern to USAID will be presented in the subsequent chapters of the overview. The identification and alignment of the Business Issues is important, as it serves as the logical foundation around which to define, and construct USAID enterprise architecture. A business justification is provided and aligned.

The completion of the Environmental Analysis provides the context and understanding for exploring the various challenges and opportunities which USAID encounters. The Environmental Analysis should be regularly be revisited and revised, in order to ensure the best possible context has been established from which to begin to develop and maintain a respectable business architecture. Much of the information collected and ascertained in the Environmental Analysis will be used to advance the development of the Enterprise Architecture products (i.e.

Business Reference Model, Performance Reference Model, Service Component Reference Model and the Technical Reference Model.)

Table 1: USAID Business Issue

Business Issue		Business Issue Classifications		
Business Issue Number	Business Issue	Opportunity / Barrier Distinction	Stakeholder Alignment	Structural Component
1	Adherence to legislative and political drivers requires flexible and agile response by the USAID organization.	Barrier	Influencers	Organization
2	Agency funding shortfalls demands managerial flexibility.	Barrier	Influencers	Organization
3	Challenges in establishing consistent development requirements	Barrier	Influencers	Knowledge
4	Alignment with DoS creates an opportunity to streamline operations (administration, process, and technology).	Opportunity	Influencers	Process
5	Attracting and retaining staff is necessary because Agency attrition is creating a knowledge drain.	Opportunity	Influencers	People
6	Capitalizing on new technology can position the Agency to deliver services / achieve its mission in a more efficient manner.	Opportunity	Suppliers	Technology
7	Co-location with DoS creates administrative / process barriers which require mediation in numerous areas (security, procurement, etc), in order for USAID to meet its mission requirements with its partners.	Barrier	Partners	Process
8	Co-location with DoS creates technology integration challenges which require mediation in numerous areas (i.e. IT policy, security, etc.), in order for USAID to meet its mission requirements.	Barrier	Partners	Technology
9	Committed Agency (USAID) workforce affords Agency management an opportunity to adopt, create or change operations, policies, or practices without a great amount of organizational resistance.	Opportunity	Customers	Organization
10	Consistent and accurate reporting throughout and outside of the Agency is problematic.	Barrier	Influencers	Knowledge
11	Cost Effective / Efficient Operations can be driven by Agency process improvement.	Barrier	Influencers	Process
12	Cumbersome and time-consuming evaluation processes reduce organizational efficiency and removes personnel from delivering core development or humanitarian services.	Barrier	Influencers	Process

Business Issue		Business Issue Classifications		
Business Issue Number	Business Issue	Opportunity / Barrier Distinction	Stakeholder Alignment	Structural Component
13	Database / web capabilities are not sufficient at delivering information in an organized and easily separable manner.	Opportunity	Influencers	Technology
14	Effective and easier communication with USAID partners is desired -- reduction in time and effort to communicate with partners is desired.	Barrier	Partners	Technology
15	The employment of effective human capital management practices will permit the Agency management to better align, assign, train, and evaluate personnel who are in service of delivering on Agency strategic objectives.	Barrier	Influencers	People
16	Enhanced role of USAID in National Security Strategy (NSS) requires USAID to review how it best serves NSS objectives.	Opportunity	Influencers	Organization
17	Establishing effective partnerships with development community and governments greatly assist USAID with meeting many of its operating objectives.	Opportunity	Influencers	Organization
18	Financial and political pressures are mounting; lack of investment to improve process must be dealt with constantly by the Agency management.	Barrier	Influencers	Process
19	Globalization has unleashed a flow of ideas and knowledge which should be systematically captured and reused.	Opportunity	Influencers	Knowledge
20	Heavy Bureaucracy (regulation, rules and organizational layers) required a vigilant and detail-oriented management approach.	Opportunity	Influencers	Organization
21	USAID must operate globally where variances in technology maturity / standards range widely from country to country or region to region. Implementation, delivery and governance of technology are challenged by the varying maturity levels of technology across the world. .	Barrier	Partners	Technology
22	Inconsistent, ad hoc performance measures and reporting handicaps the performance evaluation process.	Barrier	Influencers	Process
23	Insufficient report repository. Requires better data storage and record management infrastructure	Opportunity	Influencers	Technology
24	Intelligent and well-educated workforce generate development / humanitarian knowledge and expertise	Opportunity	Influencers	Knowledge
25	Knowledge and information must be systematically organized at USAID to further improve knowledge capture and knowledge movement throughout USAID.	Opportunity	Customers	Knowledge

Business Issue		Business Issue Classifications		
Business Issue Number	Business Issue	Opportunity / Barrier Distinction	Stakeholder Alignment	Structural Component
26	Lack of public awareness of USAID's accomplishments and value restricts funding flows and reuse of established goodwill in promoting the Agency's objectives.	Barrier	Influencers	Organization
27	Agency's management direction is unclear, and thus contributing to organizational process confusion.	Barrier	Influencers	Organization
28	Movement of data should be expedited to assist decision-making and job execution.	Opportunity	Customers	Technology
29	Nebulous guidance from management can be better clarified and bureaucratic decision making process can be streamlined	Barrier	Influencers	Process
30	Need for structured information technology; require better infrastructure to communicate and report development results	Barrier	Influencers	Technology
31	Non-integrated systems generate excess and often conflicting information	Opportunity	Influencers	Technology
32	Organization alignment with Department of State creates many challenges around management decision making, operationally process, and the alignment of technology.	Barrier	Partners	Organization
33	Organization Structure is unclear; thus contributing to confusion around process and reporting -- a way of systematically looking at the organization is not evident.	Barrier	Influencers	Organization
34	Performance accountability is increasingly becoming a major component in operations given the growth / adoption of democracy.	Opportunity	Influencers	Knowledge
35	Potential employees attracted to USAID	Opportunity	Influencers	People
36	Reduction in hardware, software, or network duplication or redundancy. (Establish a core USAID Standard Technology Infrastructure)	Barrier	Customers	Technology
37	Redundancy of USAID business processes reduces the efficiency of USAID operations. Linkages across departments are largely absent resulting in duplicative process and capabilities.	Barrier	Customers	Process
38	Technology is widely available and should be leveraged accordingly.			
39	USAID is a trusted adviser to USG and to the global community on development issues; therefore the knowledge ascertained via operations must be respected and managed as an Agency asset.	Opportunity	Customers	Knowledge

Business Issue		Business Issue Classifications		
Business Issue Number	Business Issue	Opportunity / Barrier Distinction	Stakeholder Alignment	Structural Component
40	USAID procurement requires process improvement and standardization.	Opportunity	Customers	Process
41	USAID training can be better planned, managed and executed to build and maintain required skills through the lifetime of Agency personnel.	Opportunity	Customers	People
42	USAID training needs to be more closely aligned to and support the Agency's component strategy.	Opportunity	Customers	People
43	Agency reporting is tardy, executed haphazardly, and frequently inaccurate.		Customers	Process
44	Different Procurement Packages -- USAID has larger Procurements and longer contracts periods	Barrier	Partners	Process
45	Internal controls to prevent and detect unauthorized acquisition, use, or disposition of assets needs to be established or enhanced.	Barrier	Customers	Process
46	Manage strategically to achieve results in terms of each [USAID] goal; identify, clarify, and distinguish among core [USAID] goals	Opportunity	Customers	Organization
47	Clearly align resources with [USAID] goals	Opportunity	Customers	Organization

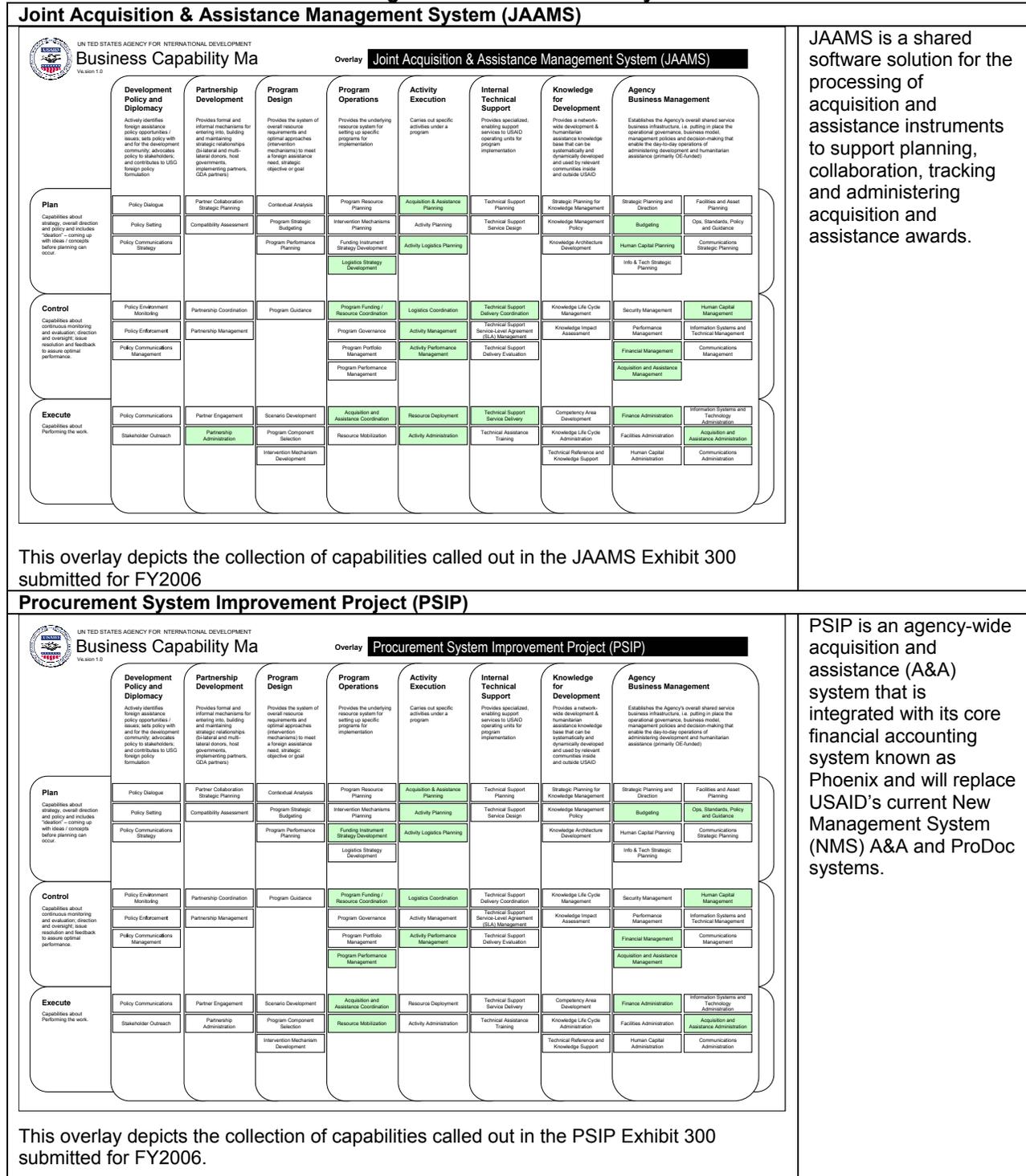
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Appendix 5: Investment, System, & Organization Overlays

Investment Overlays

These overlays highlight the capabilities explicitly described in the FY2006 Exhibit 300s for the specified investment.

Figure 2. Investment Overlays



Knowledge for Development (KfD)

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT Business Capability Map Version 1.0		Overlay Knowledge for Development (KfD)							
	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management	
Plan Capabilities about strategy, overall direction and policy and include "vision" - coming up with ideas/concepts before planning can occur.	Policy Change	Partner Collaboration Strategic Planning	Contextual Analysis	Program Resource Planning	Acquisition & Assistance Planning	Technical Support Planning	Strategic Planning for Knowledge Management	Strategic Planning and Direction	Facilities and Asset Planning
	Policy Setting	Compatibility Assessment	Program Strategic Structuring	Intervention Mechanisms Planning	Activity Planning	Technical Support Service Design	Knowledge Management Policy	Budgeting	Ops, Standards, Policy and Guidance
	Policy Communications Strategy		Program Performance Planning	Funding Instrument Strategy Development	Activity Logistics Planning		Knowledge Architecture Development	Human Capital Planning	Communications Strategic Planning
Control Capabilities about continuous monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring	Partnership Coordination	Program Guidance	Program Funding / Resource Coordination	Logistics Coordination	Technical Support Delivery Coordination	Knowledge Life Cycle Management	Security Management	Human Capital Management
	Policy Enforcement	Partnership Management		Program Governance	Activity Management	Technical Support Service Level Agreement (SLA) Management	Knowledge Impact Assessment	Performance Management	Information Systems and Technical Management
	Policy Communications Management			Program Portfolio Management	Activity Performance Management	Technical Support Delivery Evaluation		Financial Management	Communications Management
Execute Capabilities about performing the work.	Policy Communications	Partner Engagement	Scenario Development	Acquisition and Assistance Coordination	Resource Deployment	Technical Support Service Delivery	Competency Area Development	Finance Administration	Information Systems and Technology Administration
	Stakeholder Outreach	Partnership Administration	Program Component Selection	Resource Mobilization	Activity Administration	Technical Assistance Training	Knowledge Life Cycle Administration	Facilities Administration	Acquisition and Assistance Administration
			Intervention Mechanism Development				Technical Reference and Knowledge Support	Human Capital Administration	Communications Administration

KfD will enable implementation of a systematic approach to generate, share, and learn from the vast knowledge resident in its people. The KfD investment will create a comprehensive technology solution based on a customer-responsive and flexible strategy for properly managing the lifecycle of information across the enterprise.

This overlay depicts the collection of capabilities called out in the KfD Exhibit 300 submitted for FY2006

Executive Information System (EIS)

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT Business Capability Map Version 1.0		Overlay Executive Information System (EIS)							
	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management	
Plan Capabilities about strategy, overall direction and policy and include "vision" - coming up with ideas/concepts before planning can occur.	Policy Change	Partner Collaboration Strategic Planning	Contextual Analysis	Program Resource Planning	Acquisition & Assistance Planning	Technical Support Planning	Strategic Planning for Knowledge Management	Strategic Planning and Direction	Facilities and Asset Planning
	Policy Setting	Compatibility Assessment	Program Strategic Structuring	Intervention Mechanisms Planning	Activity Planning	Technical Support Service Design	Knowledge Management Policy	Budgeting	Ops, Standards, Policy and Guidance
	Policy Communications Strategy		Program Performance Planning	Funding Instrument Strategy Development	Activity Logistics Planning		Knowledge Architecture Development	Human Capital Planning	Communications Strategic Planning
Control Capabilities about continuous monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring	Partnership Coordination	Program Guidance	Program Funding / Resource Coordination	Logistics Coordination	Technical Support Delivery Coordination	Knowledge Life Cycle Management	Security Management	Human Capital Management
	Policy Enforcement	Partnership Management		Program Governance	Activity Management	Technical Support Service Level Agreement (SLA) Management	Knowledge Impact Assessment	Performance Management	Information Systems and Technical Management
	Policy Communications Management			Program Portfolio Management	Activity Performance Management	Technical Support Delivery Evaluation		Financial Management	Communications Management
Execute Capabilities about performing the work.	Policy Communications	Partner Engagement	Scenario Development	Acquisition and Assistance Coordination	Resource Deployment	Technical Support Service Delivery	Competency Area Development	Finance Administration	Information Systems and Technology Administration
	Stakeholder Outreach	Partnership Administration	Program Component Selection	Resource Mobilization	Activity Administration	Technical Assistance Training	Knowledge Life Cycle Administration	Facilities Administration	Acquisition and Assistance Administration
			Intervention Mechanism Development				Technical Reference and Knowledge Support	Human Capital Administration	Communications Administration

This EIS will enable mapping money to purpose and results; a capability which is essential for budget analysis, budget execution, performance and impact on development, trending, and planning as well as contract reviews. The EIS project will provide information and tools to support analysis and decision making throughout USAID.

This overlay depicts the collection of capabilities called out in the EIS Exhibit 300 submitted for FY2006.

eRecruitment

The Business Capability Map for eRecruitment is structured as follows:

Phase	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Plan	Policy Dialogue	Partner Collaboration Strategic Planning	Contextual Analysis	Program Resource Planning	Acquisition & Assistance Planning	Technical Support Planning	Strategic Planning for Knowledge Management	Strategic Planning and Direction
	Policy Setting	Compatibility Assessment	Program Strategic Budgeting	Intervention Mechanisms Planning	Activity Planning	Technical Support Service Design	Knowledge Management Policy	Budgeting
	Policy Communications Strategy		Program Performance Planning	Funding Instrument Strategy Development	Activity Logistics Planning		Knowledge Architecture Development	Human Capital Planning
Control	Policy Environment Monitoring	Partnership Coordination	Program Guidance	Program Funding / Resource Coordination	Logistics Coordination	Technical Support Delivery Coordination	Knowledge Life Cycle Management	Security Management
	Policy Enhancement	Partnership Management		Program Governance	Activity Management	Technical Support Service Level Agreement (SLA) Management	Knowledge Impact Assessment	Performance Management
	Policy Communications Management			Program Portfolio Management	Activity Performance Management	Technical Support Delivery Evaluation		Financial Management
Execute	Policy Communications	Partner Engagement	Scenario Development	Acquisition and Assistance Coordination	Resource Deployment	Technical Support Service Delivery	Competency Area Development	Finance Administration
	Stakeholder Outreach	Partnership Administration	Program Component Selection	Resource Mobilization	Activity Administration	Technical Assistance Training	Knowledge Life Cycle Administration	Facilities Administration
			Intervention Mechanism Development				Technical Reference and Knowledge Support	Human Capital Administration

The goal of this investment is to streamline and eliminate some of the many time-consuming steps of the recruitment and merit promotion process by using a state-of-the-art human resources web-based application that completely automates recruitment, assessment, referral, and communications and facilitates the selection process.

This overlay depicts the collection of capabilities called out in the eRecruitment Exhibit 300 submitted for FY2006

Financial & Mixed Financial Systems Maintenance

The Business Capability Map for Financial & Mixed Financial Systems Maintenance is structured as follows:

Phase	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Plan	Policy Dialogue	Partner Collaboration Strategic Planning	Contextual Analysis	Program Resource Planning	Acquisition & Assistance Planning	Technical Support Planning	Strategic Planning for Knowledge Management	Strategic Planning and Direction
	Policy Setting	Compatibility Assessment	Program Strategic Budgeting	Intervention Mechanisms Planning	Activity Planning	Technical Support Service Design	Knowledge Management Policy	Budgeting
	Policy Communications Strategy		Program Performance Planning	Funding Instrument Strategy Development	Activity Logistics Planning		Knowledge Architecture Development	Human Capital Planning
Control	Policy Environment Monitoring	Partnership Coordination	Program Guidance	Program Funding / Resource Coordination	Logistics Coordination	Technical Support Delivery Coordination	Knowledge Life Cycle Management	Security Management
	Policy Enhancement	Partnership Management		Program Governance	Activity Management	Technical Support Service Level Agreement (SLA) Management	Knowledge Impact Assessment	Performance Management
	Policy Communications Management			Program Portfolio Management	Activity Performance Management	Technical Support Delivery Evaluation		Financial Management
Execute	Policy Communications	Partner Engagement	Scenario Development	Acquisition and Assistance Coordination	Resource Deployment	Technical Support Service Delivery	Competency Area Development	Finance Administration
	Stakeholder Outreach	Partnership Administration	Program Component Selection	Resource Mobilization	Activity Administration	Technical Assistance Training	Knowledge Life Cycle Administration	Facilities Administration
			Intervention Mechanism Development				Technical Reference and Knowledge Support	Human Capital Administration

This investment consists of ProDoc; NMS A&A; and MACS, which manage program funding and Operating Expenses (OE) and Programmatic obligations for the Agency and collect information for federally mandated reporting.

This overlay depicts the collection of capabilities called out in the Financial & Mixed Financial Systems Maintenance Exhibit 300 submitted for FY2006

Financial Systems Integration (Phoenix)

UN TED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
Business Capability Map
Version 1.0

Overlay **Financial Systems Integration (Phoenix)**

	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Plan Capabilities about strategy, overall direction and policy and include "vision" - coming up with ideas / concepts before planning can occur.	Policy Dialogue Policy Setting Policy Communications Strategy	Partner Collaboration Strategic Planning Compatibility Assessment	Contextual Analysis Program Strategic Subplanning Program Performance Planning	Program Resource Planning Intervention Mechanisms Planning Funding Instrument Strategy Development Logistics Strategy Development	Acquisition & Assistance Planning Activity Planning Activity Logistics Planning	Technical Support Planning Technical Support Service Design	Strategic Planning for Knowledge Management Knowledge Management Policy Knowledge Architecture Development	Strategic Planning and Direction Budgeting Human Capital Planning Info & Tech Strategic Planning
Control Capabilities about continuous monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring Policy Enforcement Policy Communications Management	Partnership Coordination Partnership Management	Program Guidance Program Funding / Resource Coordination Program Governance Program Portfolio Management Program Performance Management	Logistics Coordination Activity Management Activity Performance Management	Technical Support Delivery Coordination Technical Support Service Level Agreement (SLA) Management Technical Support Delivery Evaluation	Knowledge Life Cycle Management Knowledge Impact Assessment	Security Management Performance Management Financial Management Acquisition and Assistance Management	Human Capital Management Information Systems and Technical Management Communications Management
Execute Capabilities about performing the work.	Policy Communications Stakeholder Outreach	Partner Engagement Partnership Administration	Scenario Development Program Component Selection Intervention Mechanism Development	Acquisition and Assistance Coordination Resource Mobilization	Resource Deployment Activity Administration	Technical Support Service Delivery Technical Assistance Training	Competency Area Development Knowledge Life Cycle Administration Technical Reference and Knowledge Support	Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Acquisition and Assistance Administration Communications Administration

Phoenix constitutes a single, world-wide core financial system for USAID, fully compliant with JFMIP and other Federal requirements, and integrated with the Department of State. It is being used in the day to day financial operations of the Agency worldwide.

This overlay depicts the collection of capabilities called out in the Phoenix Exhibit 300 submitted for FY2006

Joint Financial Management System (JFMS)

UN TED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
Business Capability Map
Version 1.0

Overlay **Joint Financial Management System (JFMS)**

	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Plan Capabilities about strategy, overall direction and policy and include "vision" - coming up with ideas / concepts before planning can occur.	Policy Dialogue Policy Setting Policy Communications Strategy	Partner Collaboration Strategic Planning Compatibility Assessment	Contextual Analysis Program Strategic Subplanning Program Performance Planning	Program Resource Planning Intervention Mechanisms Planning Funding Instrument Strategy Development Logistics Strategy Development	Acquisition & Assistance Planning Activity Planning Activity Logistics Planning	Technical Support Planning Technical Support Service Design	Strategic Planning for Knowledge Management Knowledge Management Policy Knowledge Architecture Development	Strategic Planning and Direction Budgeting Human Capital Planning Info & Tech Strategic Planning
Control Capabilities about continuous monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring Policy Enforcement Policy Communications Management	Partnership Coordination Partnership Management	Program Guidance Program Funding / Resource Coordination Program Governance Program Portfolio Management Program Performance Management	Logistics Coordination Activity Management Activity Performance Management	Technical Support Delivery Coordination Technical Support Service Level Agreement (SLA) Management Technical Support Delivery Evaluation	Knowledge Life Cycle Management Knowledge Impact Assessment	Security Management Performance Management Financial Management Acquisition and Assistance Management	Human Capital Management Information Systems and Technical Management Communications Management
Execute Capabilities about performing the work.	Policy Communications Stakeholder Outreach	Partner Engagement Partnership Administration	Scenario Development Program Component Selection Intervention Mechanism Development	Acquisition and Assistance Coordination Resource Mobilization	Resource Deployment Activity Administration	Technical Support Service Delivery Technical Assistance Training	Competency Area Development Knowledge Life Cycle Administration Technical Reference and Knowledge Support	Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Acquisition and Assistance Administration Communications Administration

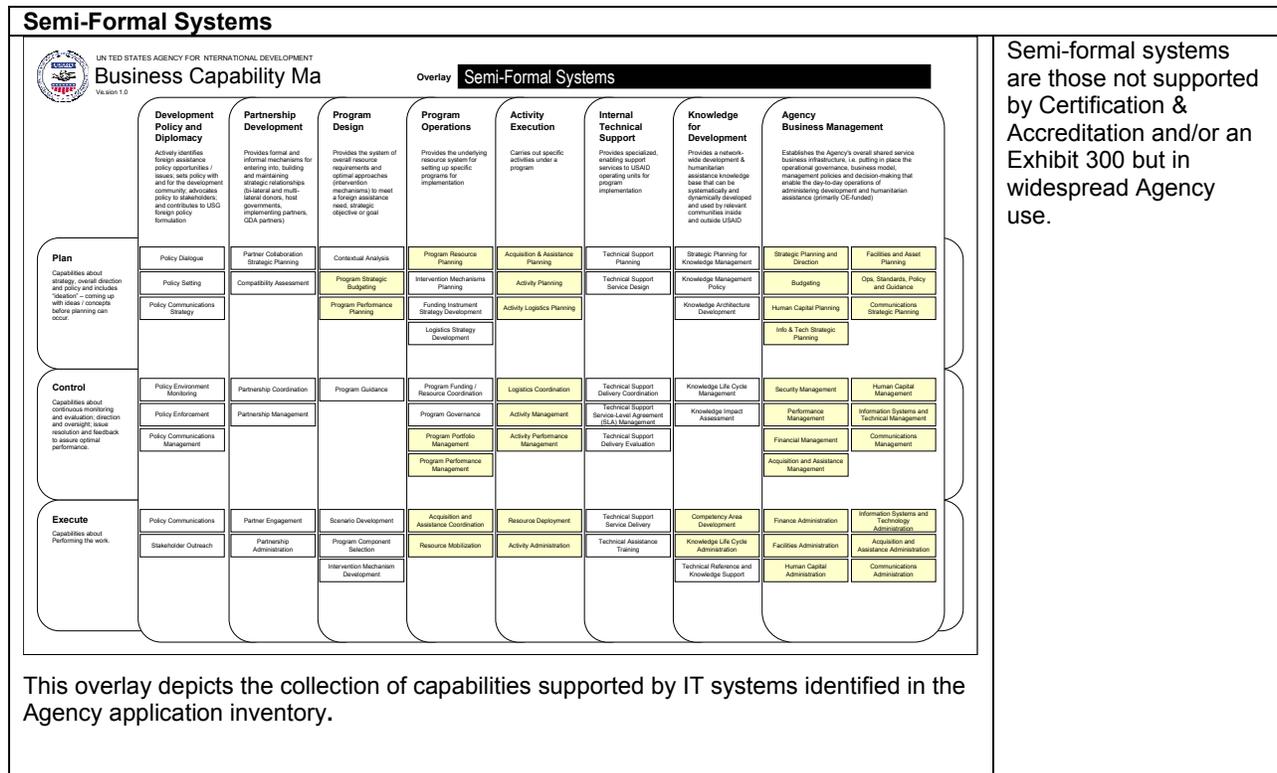
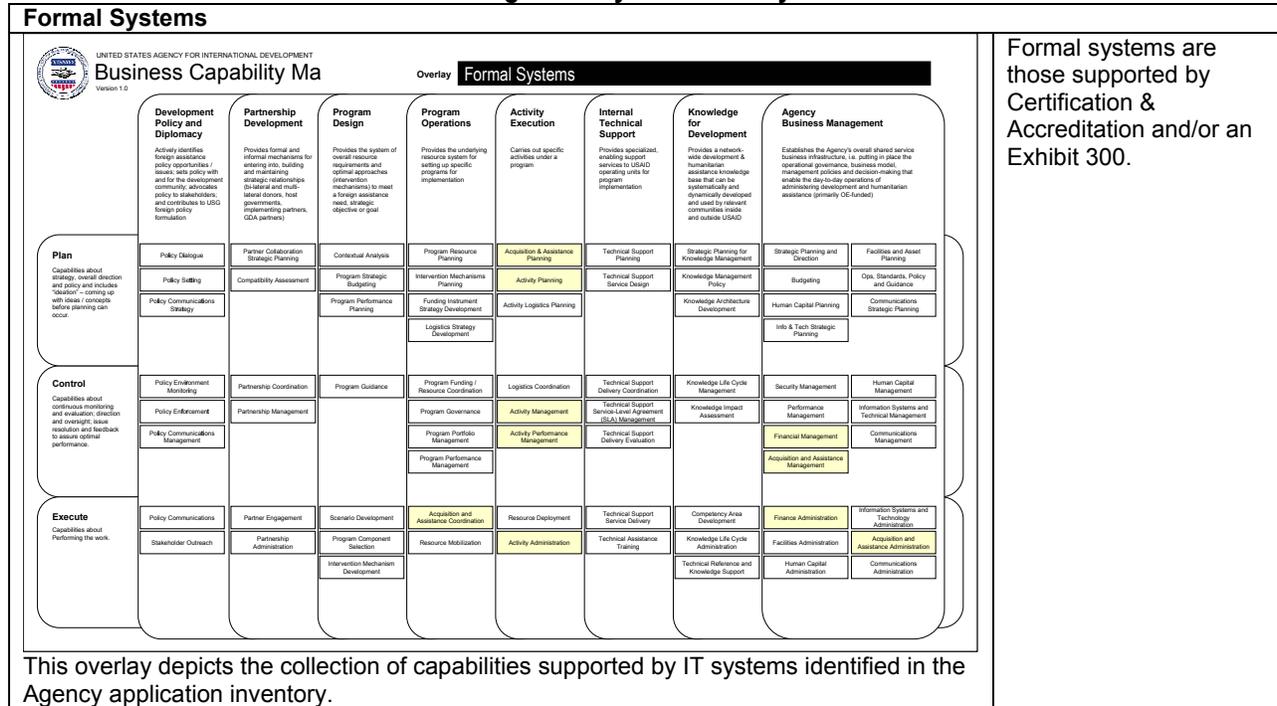
JFMS investment is a cooperative effort by the DoS and USAID to create a common financial platform for DoS and USAID to manage all domestic and overseas financial management activities starting in FY06. The financial platform will be implemented through collaboration on financial systems and functions by implementation of the same financial system software.

This overlay depicts the collection of capabilities called out in the JFMS Exhibit 300 submitted for FY2006

System Overlays

These overlays highlight the capabilities supported by Formal, Semi-Formal and Informal systems.

Figure 3. System Overlays



Informal Systems



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 Version 1.0

Overlay **Informal Systems**

	Development Policy and Diplomacy <small>Actively identifies foreign assistance policy opportunities / issues, sets policy with and for the development community, advocates policy to stakeholders, and contributes to USG foreign policy formulation.</small>	Partnership Development <small>Provides formal and informal mechanisms for entering into, building and maintaining strategic relationships (bilateral and multi-lateral) with host government, non-government partners, USAID partners.</small>	Program Design <small>Provides the system of overall resource requirements and operational approaches (intervention mechanisms) to meet a foreign assistance need, strategic objective or goal.</small>	Program Operations <small>Provides the underlying resource system for setting up specific programs for implementation.</small>	Activity Execution <small>Carries out specific activities under a program.</small>	Internal Technical Support <small>Provides specialized, enabling support services to USAID operating units for program implementation.</small>	Knowledge for Development <small>Provides a network-wide development & humanitarian assistance knowledge base that can be systematically and dynamically developed and used by relevant communities inside and outside USAID.</small>	Agency Business Management <small>Establishes the Agency's overall shared service business infrastructure, to policy in place the operational governance, business model, management policies and decision-making that enables the day-to-day operations of administering development and humanitarian assistance (primary DC-funded).</small>	
Plan <small>Capabilities about strategy, overall direction and policy and includes "vision" - coming up with ideas / concepts before planning can occur.</small>	Policy Dialogue Policy Setting Policy Communications Strategy	Partner Collaboration Strategic Planning Compatibility Assessment	Contextual Analysis Program Strategic Budgeting Program Performance Planning	Program Resource Planning Intervention Mechanisms Planning Funding Instrument Strategy Development Logistics Strategy Development	Acquisition & Assistance Planning Activity Planning Activity Logistics Planning	Technical Support Planning Technical Support Service Design	Strategic Planning for Knowledge Management Knowledge Management Policy Knowledge Architecture Development	Strategic Planning and Direction Budgeting Human Capital Planning Info & Tech Strategic Planning	Facilities and Asset Planning Data, Standards, Policy and Guidance Communications Strategic Planning
Control <small>Capabilities about continuous monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.</small>	Policy Environment Monitoring Policy Enforcement Policy Communications Management	Partnership Coordination Partnership Management	Program Guidance Program Governance Program Portfolio Management Program Performance Management	Program Funding / Resource Coordination Program Governance Activity Management Program Portfolio Management Program Performance Management	Logistics Coordination Activity Management Activity Performance Management	Technical Support Delivery Coordination Technical Support Service Level Agreement (SLA) Management Technical Support Delivery Evaluation	Knowledge Life Cycle Management Knowledge Impact Assessment	Security Management Performance Management Financial Management Acquisition and Assistance Management	Human Capital Management Information Systems and Technical Management Communications Management
Execute <small>Capabilities about performing the work.</small>	Policy Communications Stakeholder Outreach	Partner Engagement Partnership Administration	Scenario Development Program Component Selection Intervention Mechanism Development	Acquisition and Assistance Coordination Resource Mobilization	Resource Deployment Activity Administration	Technical Support Service Delivery Technical Assistance Training	Competency Area Development Knowledge Life Cycle Administration Technical Reference and Knowledge Support	Finance Administration Facilities Administration Human Capital Administration	Information Systems and Technology Administration Acquisition and Assistance Administration Communications Administration

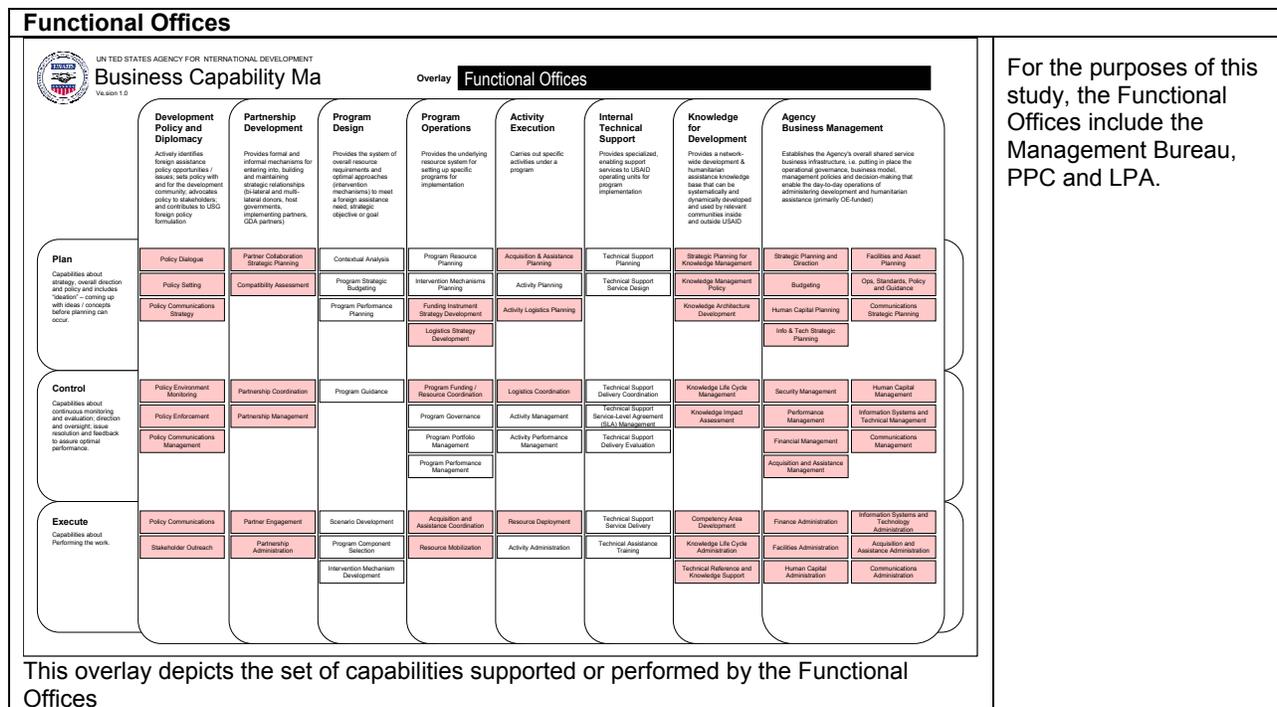
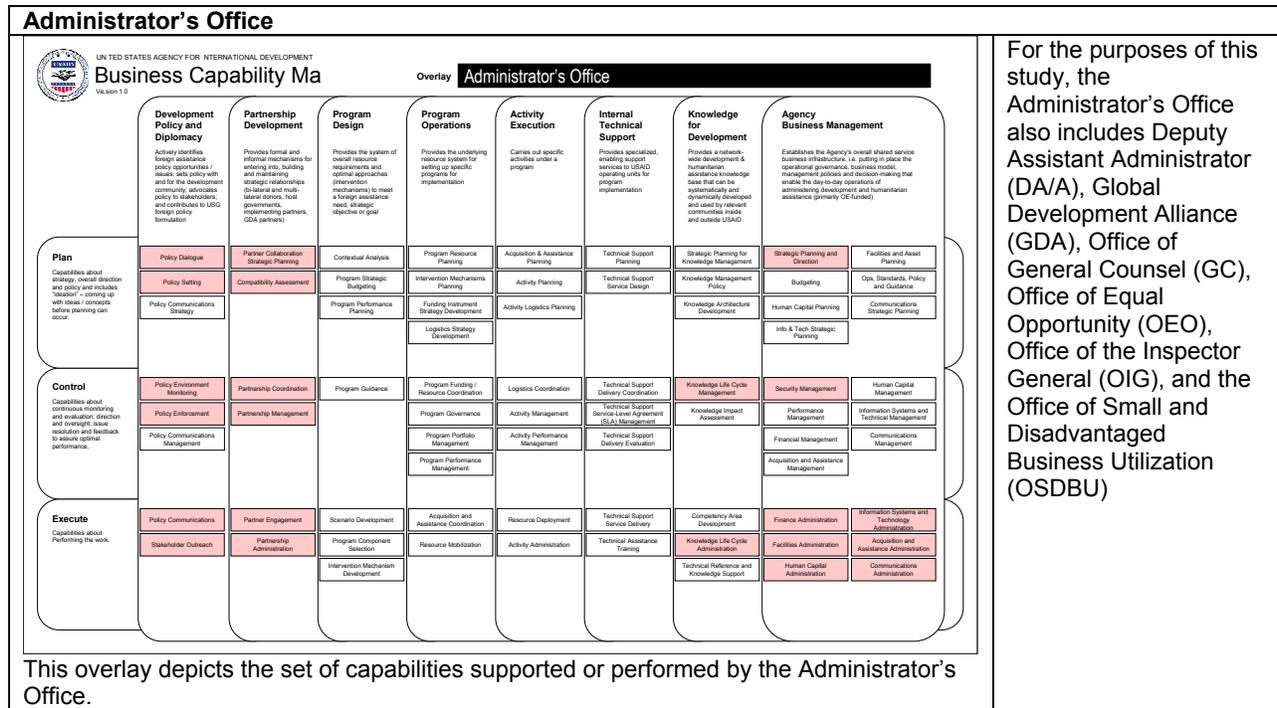
Informal systems are those used randomly throughout the Agency but not supported by IRM.

This overlay depicts the collection of capabilities supported by IT systems identified in the Agency application inventory.

Organization Overlays

These overlays highlight the capabilities performed by various organizations within the Agency.

Figure 4. Organization Overlays



Pillar Bureaus

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Business Capability Ma
Version 1.0

Overlay **Pillar Bureaus**

	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management	
Plan Capabilities about strategy, overall direction and policy and includes "what/when" - coming up with ideas/ concepts before planning can occur	Policy Dialogue Policy Setting Policy Communications Strategy	Partner Collaboration Strategic Planning Compatibility Assessment	Contextual Analysis Program Strategic Budgeting Program Performance Planning	Program Resource Planning Intervention Mechanisms Planning Funding Instrument Strategy Development Logistics Strategy Development	Acquisition & Assistance Planning Activity Planning Activity Logistics Planning	Technical Support Planning Technical Support Service Design	Strategic Planning for Knowledge Management Knowledge Management Policy Knowledge Architecture Development	Strategic Planning and Direction Budgeting Human Capital Planning Info & Tech Strategic Planning	Facilities and Asset Planning Ops, Standards, Policy and Guidance Communications Strategic Planning
Control Capabilities about confidence monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring Policy Enforcement Policy Communications Management	Partnership Coordination Partnership Management	Program Guidance	Program Funding / Resource Coordination Program Governance Program Portfolio Management Program Performance Management	Logistics Coordination Activity Management Activity Performance Management	Technical Support Delivery Coordination Technical Support Service Level Agreement (SLA) Management Technical Support Delivery Evaluation	Knowledge Life Cycle Management Knowledge Impact Assessment	Security Management Performance Management Financial Management Acquisition and Assistance Management	Human Capital Management Information Systems and Technical Management Communications Management
Execute Capabilities about performing the work.	Policy Communications Stakeholder Outreach	Partner Engagement Partnership Administration	Scenario Development Program Component Selection Intervention Mechanism Development	Acquisition and Assistance Coordination Resource Mobilization	Resource Deployment Activity Administration	Technical Support Service Delivery Technical Assistance Training	Competency Area Development Knowledge Life Cycle Administration Technical Reference and Knowledge Support	Finance Administration Facilities Administration Human Capital Administration	Information Systems and Technology Administration Acquisition and Assistance Administration Communications Administration

This overlay depicts the set of capabilities supported or performed by the Pillar Bureaus.

The Pillar bureaus include Democracy, Conflict and Humanitarian Assistance (DCHA), Economic Growth, Agriculture and Trade (EGAT), and Global Health (GH)

Regional Bureaus

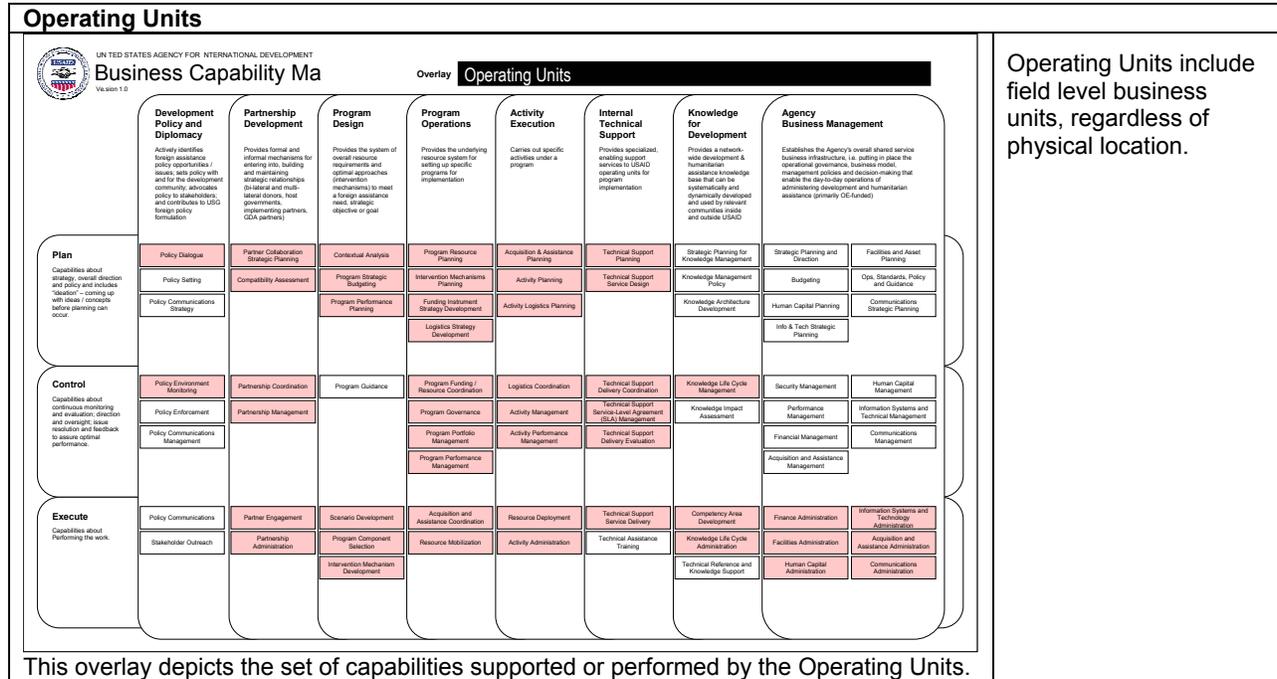
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Business Capability Ma
Version 1.0

Overlay **Regional Bureaus**

	Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management	
Plan Capabilities about strategy, overall direction and policy and includes "what/when" - coming up with ideas/ concepts before planning can occur	Policy Dialogue Policy Setting Policy Communications Strategy	Partner Collaboration Strategic Planning Compatibility Assessment	Contextual Analysis Program Strategic Budgeting Program Performance Planning	Program Resource Planning Intervention Mechanisms Planning Funding Instrument Strategy Development Logistics Strategy Development	Acquisition & Assistance Planning Activity Planning Activity Logistics Planning	Technical Support Planning Technical Support Service Design	Strategic Planning for Knowledge Management Knowledge Management Policy Knowledge Architecture Development	Strategic Planning and Direction Budgeting Human Capital Planning Info & Tech Strategic Planning	Facilities and Asset Planning Ops, Standards, Policy and Guidance Communications Strategic Planning
Control Capabilities about confidence monitoring and evaluation, direction and oversight, issue resolution and feedback to assure optimal performance.	Policy Environment Monitoring Policy Enforcement Policy Communications Management	Partnership Coordination Partnership Management	Program Guidance	Program Funding / Resource Coordination Program Governance Program Portfolio Management Program Performance Management	Logistics Coordination Activity Management Activity Performance Management	Technical Support Delivery Coordination Technical Support Service Level Agreement (SLA) Management Technical Support Delivery Evaluation	Knowledge Life Cycle Management Knowledge Impact Assessment	Security Management Performance Management Financial Management Acquisition and Assistance Management	Human Capital Management Information Systems and Technical Management Communications Management
Execute Capabilities about performing the work.	Policy Communications Stakeholder Outreach	Partner Engagement Partnership Administration	Scenario Development Program Component Selection Intervention Mechanism Development	Acquisition and Assistance Coordination Resource Mobilization	Resource Deployment Activity Administration	Technical Support Service Delivery Technical Assistance Training	Competency Area Development Knowledge Life Cycle Administration Technical Reference and Knowledge Support	Finance Administration Facilities Administration Human Capital Administration	Information Systems and Technology Administration Acquisition and Assistance Administration Communications Administration

This overlay depicts the set of capabilities supported or performed by the Regional Bureaus.

The Regional Bureaus include Africa (AFR), West Africa Regional Program (WARP), Asia and Near East (ANE), Europe and Eurasia (E&E), Latin America and the Caribbean (LAC), and the Office of Regional and Sustainable Development Environment Team (LAC/RSD/E)



Operating Units include field level business units, regardless of physical location.

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Appendix 6: Business Issue Mapping to Business Function Groups

Business Issue		Functional Group										
Description		Procurement	Business Decision Support	Infrastructure Refresh	Technical Decision Support	Performance Based Budgeting	Human Capital Management	Reporting	Performance Management	Collaboration Management	Strategic Management	Global Outreach
1	Adherence to legislative and political drivers requires flexible and agile response.	●	●		●	●		●				●
2	Agency funding shortfalls demand managerial flexibility.	●	●			●			●			●
3	Different development challenges require discrete responses	●	●	●	●	●						
4	Alignment with DoS creates opportunities to streamline operations.	●		●					●		●	●
5	Agency attrition is creating a knowledge drain.				●		●					●
6	New technology can position the Agency to deliver services and achieve its mission more efficiently.	●	●	●	●	●	●	●	●	●	●	
7	Co-location with DoS creates administrative / process barriers which require mediation in numerous areas (security, procurement, etc), in order for USAID to achieve its mission.	●	●		●		●				●	●
8	Co-location with DoS creates technology integration challenges which require mediation in numerous areas (e.g., IT policy, security, etc.), in order for USAID to achieve its mission.	●	●	●	●		●			●	●	●
9	Committed workforce affords management an opportunity to adopt, create or change operations, policies, or practices without a great amount of organizational resistance.	●		●	●		●			●	●	
10	Consistent and accurate reporting across and outside USAID is problematic.	●	●	●	●	●		●	●			●
11	Agency process improvement can drive cost effective/efficient Operations.	●		●		●			●		●	

Business Issue		Functional Group										
Description		Procurement	Business Decision Support	Infrastructure Refresh	Technical Decision Support	Performance Based Budgeting	Human Capital Management	Reporting	Performance Management	Collaboration Management	Strategic Management	Global Outreach
12	Time-consuming evaluation processes reduce efficiency and remove personnel from delivering core development or humanitarian services.	●	●	●		●		●	●			
13	Database / web capabilities are insufficient to deliver information in an organized and easily searchable manner.		●	●	●				●			
14	Effective, easier and timelier communication with USAID partners is desired.		●	●	●					●		●
15	Effective human capital management practices will permit USAID to better assign, train, and evaluate personnel aligned with on Agency strategic objectives.				●		●				●	●
16	Enhanced role of foreign assistance in National Security Strategy (NSS) requires USAID to review how it best serves NSS objectives.					●				●		●
17	Establishing effective partnerships with development community and governments greatly assist USAID with meeting many of its operating objectives.	●	●	●	●				●	●		●
18	Due to Financial and political demands, USAID is under constant pressure to improve impact.			●		●		●	●			
19	Globalization has unleashed a flow of ideas and knowledge which should be systematically captured and reused.				●					●		●
20	Heavy bureaucracy (regulations, rules and organizational layers) requires a vigilant and detail-oriented management approach.	●	●			●						
21	USAID must operate globally but technology maturity / standards range by country and by region. These varying maturity levels challenges implementation, delivery and governance of technology.	●	●	●	●							●

Business Issue		Functional Group										
	Description	Procurement	Business Decision Support	Infrastructure Refresh	Technical Decision Support	Performance Based Budgeting	Human Capital Management	Reporting	Performance Management	Collaboration Management	Strategic Management	Global Outreach
22	Inconsistent performance measures and reporting handicap performance management.	●	●	●		●		●	●			
23	Better data storage and record management infrastructure are needed for reporting.			●				●				
24	Intelligent and well-educated workforce generate development/ humanitarian knowledge and expertise				●		●					
25	Knowledge and information must be systematically organized to improve knowledge capture and knowledge dissemination throughout USAID.		●	●	●		●	●		●		●
26	Lack of public awareness of USAID's accomplishments and value restricts funding flows and reuse of established goodwill in promoting the Agency's objectives.							●				●
27	USAID's evolving role is poorly understood by Agency staff and many stakeholders, contributing to organizational process confusion.		●	●	●				●		●	
28	Movement of data should be expedited to assist decision-making and job execution		●	●	●	●						
29	Guidance is not well coordinated across Bureaus and is often misinterpreted in the field.	●		●	●				●		●	
30	Need for improved technology infrastructure to communicate and report development results	●	●	●	●	●		●	●		●	●
31	Non-integrated systems generate excess and often conflicting information		●	●	●	●		●				
32	Organization alignment with Department of State creates challenges with management decision making, operational processes, and alignment of technology.	●	●	●	●	●	●				●	●

Business Issue		Functional Group										
Description		Procurement	Business Decision Support	Infrastructure Refresh	Technical Decision Support	Performance Based Budgeting	Human Capital Management	Reporting	Performance Management	Collaboration Management	Strategic Management	Global Outreach
33	Lines of accountability within the organization are unclear; contributing to confusion about roles and responsibilities and reporting	●		●								
34	Performance accountability is becoming a major component in operations		●			●	●		●		●	●
35	Current recruitment practices are insufficient to USAID's needs.						●					●
36	Need for a core USAID Standard Technology Infrastructure to reduce hardware, software or network duplication and redundancy.		●	●	●							
37	Redundancy of business processes reduces operational efficiency. Linkages across departments are largely absent, resulting in duplicative process and capabilities.				●						●	
38	Available technology should be leveraged more efficiently.		●	●	●							
39	USAID is a trusted adviser to USG and others on development issues; Agency knowledge must be managed as a key USAID asset.	●			●							●
40	USAID procurement requires process improvement and standardization.	●		●		●						
41	Training can be better planned, managed and executed to build and maintain required skills throughout employee's USAID career.						●			●	●	
42	USAID training needs to be more closely aligned to the Agency strategy.						●			●		
43	Agency reporting is late, poorly, executed, and frequently inaccurate.			●				●				●
44	USAID has adopted larger acquisition and assistance awards, with longer period of performance.	●		●								

Business Issue		Functional Group										
	Description	Procurement	Business Decision Support	Infrastructure Refresh	Technical Decision Support	Performance Based Budgeting	Human Capital Management	Reporting	Performance Management	Collaboration Management	Strategic Management	Global Outreach
45	Internal controls to prevent and detect unauthorized acquisition, use, or disposition of assets need to be established or enhanced.	●	●	●	●	●		●				
46	Manage strategically to achieve results in terms of the USAID and Joint strategic goals. Align Agency resources around accomplishing goals.										●	
47	USAID resources are not well aligned with Agency's operational goals.	●		●		●	●			●	●	●

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Appendix 7: Functional Group Alignment to VAS and CSFs

Functional Group CSF Alignment to Value Added Services									
Functional Group	Critical Success Factors	Value Added Services							
		Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Procurement	Adequate staffing in the Office of Acquisition and Assistance and sufficient contracting officer presence at field missions and regional hubs		●	●		●			
	Performance based contract management		●	●	●	●			●
	Integrated A&A and Financial systems		●	●	●	●			●
	Use level of Phoenix Financial System		●	●	●	●	●		●
	Use of internal Technical Support SLAs		●	●	●	●	●		●
	Training and certification in A&A and CTO skills		●				●		●
Performance Based Budgeting	Performance Based Budgeting acceptance and use as a decision-making tool by all Bureaus			●	●	●			●
	Based on a repeatable and standardized model that is supported by empirical data			●				●	●
	Consistently and demonstrably links performance data with strategic planning and budgetary data	●	●	●	●		●		
	High level of USAID performance based solicitations		●	●					
Technical Decision Support	Leverage existing skills and information in program planning and implementation across agency		●		●	●	●	●	●
	Maximize visibility and appropriate availability of existing personnel expertise		●		●	●	●	●	●
	Codify and implement knowledge harvest policies and procedures	●		●		●	●	●	
	Construct a knowledge capture and delivery system available to all missions			●	●	●	●	●	
	Awareness and agency-wide use of existing knowledge capture and delivery systems	●	●	●	●		●	●	

Functional Group CSF Alignment to Value Added Services									
Functional Group	Critical Success Factors	Value Added Services							
		Development Policy and Diplomacy	Partnership Development	Program Design	Program Operations	Activity Execution	Internal Technical Support	Knowledge for Development	Agency Business Management
Technical Decision Support (continued)	Develop and publicize personnel incentives for knowledge sharing and management	●			●	●		●	
	Develop Communities of Practice to create and disseminate knowledge			●		●	●	●	
Business Decision Support	Accuracy, timeliness, and appropriateness of information available to decision makers	●		●	●		●	●	●
	Appropriate level of analysis; actionable findings	●	●	●	●			●	●
	High level of analysis impact (answers multiple questions)	●		●	●			●	●
	Acceleration of report development time	●				●	●	●	●
	High degree of executive satisfaction with service and information quality level	●	●	●	●			●	●
Global Outreach	Adherence to global Agency branding guidance		●		●				
	Audience segmentation and appropriate message development and delivery for these audiences		●						
	Trained Public Information Officers		●						
	Operating Unit stakeholder meetings	●	●		●				
	Effective donor consultation coordinated across headquarters and the field	●	●						
	Increased USAID brand awareness among stakeholders	●	●						

Appendix 8: Capability Definitions

CAPABILITY	DEFINITION
Acquisition and Assistance Administration	The ability to service the full range of implementing instruments including grants, co-operative agreements, contracts, loans, transfers, and payments.
Acquisition and Assistance Coordination	The ability to organize Acquisition and Assistance vehicles that may be utilized for a specific program.
Acquisition and Assistance Management	The ability to coordinate, monitor performance, oversee and control the full range of implementing instruments including grants, co-operative agreements, contracts, loans, transfers and payments.
Acquisition and Assistance Planning	The ability to determine the appropriate mix of implementing instruments (including grants, coops, contracts, loans, transfers and payments) for a specific program.
Activity Administration	The ability to perform the day-to-day operations of executing activity delivery, including activity management, paying of invoices etc.
Activity Logistics Planning	The ability to determine the logistics requirements for executing a specific activity.
Activity Management	The ability to perform the activities that coordinate, monitor, assess, and control a specific activity.
Activity Performance Management	The ability to develop and oversee the performance management system for a specific activity, including the assessment criteria and related measurements and reporting mechanisms.
Activity Planning	The ability to plan and design an activity that will contribute to a program's objectives.
Budgeting	The ability to forecast, plan, align, request and assign budgetary / financial resources for Agency programs, related operations and long-term capital investments (includes capital planning).
Communications Administration	The ability to execute communication activities in alignment with communication strategies and related feedback procedures.
Communications Management	The ability to coordinate communications activities across and beyond the Agency (includes Agency Brand / Identity Management, Communication Channel Management and Relationship Management).
Communications Strategic Planning	The ability to develop corporate-level communications, including the determination and design of appropriate messages and delivery mechanisms to achieve Agency communication objectives, including brand identity strategy.
Compatibility Assessment	The ability to continuously evaluate the appropriateness and "attractiveness" of 3rd parties as current or potential strategic partners.
Competency Area Development	The ability to build expertise around a body of development knowledge and importance.
Contextual Analysis	The ability to assess and understand the "development context" through situation analysis, prioritization and decision-making at multiple levels (e.g. through a country classification, country strategy etc.).
Facilities Administration	The ability to carry out the requirements for physical assets (e.g. Buildings) and locations ranging from construction to on-going maintenance.
Facilities and Asset Planning	The ability to manage the physical (material) holdings of USAID.
Finance Administration	The ability to execute valid financial transactions resulting in a payment or receivable that satisfy financial reporting requirements.
Financial Management	The ability to assess, schedule, control, distribute, and perform accounting and reporting on the finances and financial position of USAID.
Funding Instrument Strategy Development	The ability to determine the optimal mix of implementing instruments (grants, co-operative agreements, contracts, payments, loans, transfers, etc.) appropriate for implementing a program.

CAPABILITY	DEFINITION
Human Capital Administration	The ability to perform operational HR functions including recruitment, training, development, and career counseling.
Human Capital Management	The ability to track, monitor and evaluate the workforce portfolio; forecast and perform decision-support, continuous improvement, issue management and needs assessment -- all of which support workforce planning and HR administration.
Human Capital Planning	The ability to predict, assign or transfer FTEs to programs, departments or initiatives. The ability to estimate necessary training needs
Info & Tech Strategic Planning	The ability to conceptualize, plan and develop / craft a long-term vision for securing, planning, disseminating, and utilizing USAID information and technology assets.
Information Systems and Technical Management	The ability to establish and oversee the required technical environment to support the Agency's business activities.
Information Systems and Technology Administration	The ability to perform day-to-day operations to provide and support the technical and data environment in support of USAID objectives.
Intervention Mechanism Development	The ability to design intervention mechanisms -- how and in what way USAID will execute programs -- based on rigorous design criteria.
Intervention Mechanisms Planning	The ability to align relevant and available intervention mechanisms to a program.
Knowledge Architecture Development	The ability to establish the structures for development knowledge and related reference models to facilitate knowledge management programs.
Knowledge Impact Assessment	The ability to determine the impact of Knowledge for Development programs; who is using intellectual capital; and how the intellectual capital is being used.
Knowledge Life Cycle Administration	The ability to create, capture, access, and disseminate knowledge.
Knowledge Life Cycle Management	The ability to manage and oversee the enabling distribution channels and communication media for the optimal execution of Knowledge for Development objectives.
Knowledge Management Policy	The ability to establish and execute the governance model for knowledge management, including standards, policies, procedures; review, monitoring, and adjustment of official procedures and guidelines; and decision processes.
Logistics Coordination	The ability to facilitate and align logistics assets (channels, relationships, etc.) to activity needs.
Logistics Strategy Development	The ability to determine the optimal mix of logistics assets (channels, relationships, etc.) to meet activity needs.
Ops, Standards, Policy and Guidance	The ability to develop core operational guidelines and norms that direct day-to-day operations; e.g. Ethics Administration.
Partner Collaboration Strategic Planning	The ability to develop approaches for strategic 3rd party partnerships, including the determination of appropriate partners and the approach to forming strategic partnerships and alliance networks
Partner Engagement	The ability to turn a relationship with a 3rd party into a formal strategic partnership -- including identification, campaign for, qualification, negotiation, selection and service delivery integration.
Partnership Administration	The ability to administer the terms of partnering agreements made with strategic 3rd parties.
Partnership Coordination	The ability to coordinate activities that build strategic relationships with 3rd parties, including the determination of appropriate partners and the approach to forming partnerships and alliance networks (e.g., other donors and GDA alliance members, respectively).

CAPABILITY	DEFINITION
Partnership Management	The ability to continuously monitor and evaluate partnerships including resolving issues and providing feedback via conducting stakeholder consultations; due diligence; and setting shared principles and "rules of engagement."
Performance Management	The ability to continuously assess Agency progress against its performance plan and actively manage for optimal results.
Policy Communications	The ability to disseminate and exchange policy information to the development community.
Policy Communications Management	The ability to determine, coordinate and deliver communications on policy priorities.
Policy Communications Strategy	The ability to identify and develop policy messages and optimal delivery methods for communicating those messages to target groups.
Policy Dialogue	The ability to engage with development actors within and outside USAID to ensure policy coherence and efficacy.
Policy Enforcement	The ability to apply remedies or penalties for incidents of policy non-compliance.
Policy Environment Monitoring	The ability to survey the political landscape for emerging and existing issues that impinge on USAID policies and to assess the impact of these issues on USAID development objectives.
Policy Setting	The ability to develop and articulate USAID's policy position and to formulate both mandatory guidance (policy directives and internal mandatory references) as well as broader official statements of Agency goals, guiding principles, and views on development challenges.
Program Component Selection	The ability to align and select the appropriate components of a program's design.
Program Funding / Resource Coordination	The ability to develop the funding portfolio for a program and align resources to program needs.
Program Governance	The ability to provide assurance of program efficacy through the system of standards, policies and guidance; risk management; decision-making.
Program Guidance	The ability to develop the parameters and "rules of engagement" for carrying out programs; includes policy directives, rules, regulations, advice, and other information relevant to program implementation (mandatory and non-mandatory).
Program Performance Management	The ability to assess program performance against plan (includes program reporting).
Program Performance Planning	The ability to develop the performance parameters and measures against which program performance will be assessed and reported.
Program Portfolio Management	The ability to coordinate, monitor, assess, and control the suite of programs that make up a "portfolio".
Program Resource Planning	The ability to align the right assets (people, funding, things, relationships, etc.) to initiatives or programs.
Program Strategic Budgeting	The ability to integrate strategic planning, performance management, and budgeting to link decision-making about resource allocations with performance planning and results.
Resource Deployment	The ability to deliver the right resources to a targeted destination.
Resource Mobilization	The ability to marshal and ready resources -- people, things, money, Acquisition and Assistance awards -- to be deployed to a targeted destination.
Scenario Development	The ability to develop hypothetical situations that exercise and test a program's design and components.
Security Management	The ability to scan USAID's operational environment for potential security risks and opportunities to improve the risk management environment.
Stakeholder Outreach	The ability to engage effectively with internal and external audiences to communicate specific messages (includes the US public, the foreign public, Congress, OMB, etc.).

CAPABILITY	DEFINITION
Strategic Planning and Direction	The ability to determine, design and develop long-term strategic objectives for the Agency, including bureaus and operating units.
Strategic Planning for Knowledge Management	The ability to plan and develop processes to craft a long-term vision and plan for the Knowledge for Development network.
Technical Assistance Training	The ability to design, develop and deliver technical training to staff and partners.
Technical Reference and Knowledge Support	The ability to provide operating units with support / assistance services that enable the efficient and effective use of Knowledge for Development services.
Technical Support Delivery Coordination	The ability to organize the components needed to successfully carry out a specific technical support service.
Technical Support Delivery Evaluation	The ability to assess actual technical support performance against requirements.
Technical Support Planning	The ability to analyze operating unit needs and develop technical support service requirements for programs.
Technical Support Service Delivery	The ability to provide operating units with specific technical support services related to the direct implementation of an activity.
Technical Support Service Design	The ability to specify technical support requirements that ultimately form the basis for a service-level agreement (SLA); includes internal technical assistance and training for USAID staff.
Technical Support Service-Level Agreement (SLA) Management	The ability to review, monitor and assess SLAs (service level agreements) to assure the efficacy of the technical assistance as defined in the SLA.

Appendix 9: USAID FEA BRM

USAID Alignment to the existing FEA BRM

USAID Value Added Services				
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability
Services of Citizens	Community & Social Services	Homeownership Promotion		
		Community & Regional Development		
		Social Services		
		Postal Services		
	Correctional Activities	Criminal Incarceration		
		Criminal Rehabilitation		
	Defense & National Security	TBD		
	Disaster Management	Disaster Monitoring & Protection		Scenario Development
		Disaster Preparedness & Planning		Intervention Mechanism Development
		Disaster Repair & Restore		Activity Management
		Emergency Response		Resource Mobilization
	Economic Development	Business & Industry Development		
		Intellectual Property Protection		
		Financial Sector Oversight		
		Industry Sector Income Stabilization		
	Education	Elementary, Secondary & Vocational Education		
		Higher Education		
		Cultural & Historic Preservation		
		Cultural & Historic Exhibition		
	Energy	Energy Supply		
		Energy Conservation & Preparedness		
		Energy Resource Management		
		Energy Production		
	Environmental Management	Environmental Monitoring & Forecasting		Scenario Development Intervention Mechanism
		Environmental Remediation		Activity Administration

USAID Value Added Services					
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability	
Services of Citizens (continued)		Pollution Prevention & Control			
	General Science & Innovation	Scientific & Technological Research & Innovation		Competency Area Development	
		Space Exploration & Innovation			
	Health	Illness Prevention		Resource Deployment Resource Mobilization	
		Immunization Management		Activity Administration	
		Public Health Monitoring		Activity Administration	
		Health Care Services			
		Consumer Health & Safety			
	Homeland Security	Border & Transportation Security			
		Key Asset & Critical Infrastructure Protection			
		Catastrophic Defense			
	Income Security	General Retirement & Disability			
		Unemployment Compensation			
		Housing Assistance			
		Food & Nutrition Assistance			
		Survivor Compensation			
	Intelligence Operations	TBD			
	International Affairs & Commerce	Foreign Affairs	Int'l Development & Humanitarian Aid	Development Policy and Diplomacy	Policy Dialogue
					Policy Environment Monitoring
		Policy Communications Management			
		Policy Communications Strategy			
		Partner Collaboration Strategic Planning			
		Partnership Development		Partner Engagement	
				Partnership Administration	
				Partnership Coordination	

USAID Value Added Services				
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability
Services of Citizens (continued)				Partnership Management
				Compatibility Assessment
			Program Design	Contextual Analysis
				Program Performance Planning
				Program Guidance
				Program Component Selection
			Program Operations	Program Resource Planning
				Intervention Mechanisms Planning
				Funding Instrument Strategy Development
				Logistics Strategy Development
				Program Portfolio Management
				Program Governance
				Acquisition and Assistance Coordination
			Activity Execution	Activity Planning
				Activity Logistics Planning
				Activity Performance Management
				Acquisition and Assistance Planning
			Internal Technical Support	Technical Support Delivery Coordination
				Technical Support Delivery Evaluation
				Technical Support Planning
				Technical Support Service Delivery
				Technical Support Service Design
				Technical Assistance Training
Knowledge for Development	Knowledge Impact Assessment			

USAID Value Added Services						
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability		
Services of Citizens (continued)				Knowledge Life Cycle Management		
				Knowledge Management Policy		
				Strategic Planning for Knowledge Management		
			Agency Business Management	Acquisition and Assistance Management		
				Facilities and Asset Planning		
				Communications Administration		
				Communications Strategic Planning		
			Ops, Standards, Policy and Guidance			
			Law Enforcement	Global Trade		
				Criminal Apprehension		
	Criminal Investigation & Surveillance					
	Citizen Protection					
	Leadership Protection					
	Property Protection					
	Substance Control					
	Litigation & Judicial Activities	Crime Prevention				
		Judicial Hearings				
		Legal Defense				
		Legal Investigation				
		Legal Prosecution & Litigation				
	Natural Resources	Resolution Facilitation				
		Water Resource Management				
		Conservation, Marine & Land Management				
		Recreational Resource Management & Tourism				
	Transportation	Agricultural Innovation & Services				
		Ground Transportation				
		Water Transportation				
		Air Transportation				
			Space Operations			

USAID Value Added Services				
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability
Services of Citizens (continued)	Workforce Management	Training & Employment		
		Labor Rights Management		
		Worker Safety		
Mode of Delivery	Financial Vehicles	Federal Financial Assistance	Federal Grants (Non-State)	Program Funding / Resource Coordination
			Direct Transfers to Individuals	
			Subsidies	
			Tax Credits	
		Credit & Insurance	Direct Loans	
			Loan Guarantees	
			General Insurance	
		Transfers to State & Local Governments	Formula Grants	
			Project/Competitive Grants	
			Earmarked Grants	
			State Loans	
		Governmental Service Delivery	Knowledge Creation & Management	Research & Development
	General Purpose Data & Statistics			Competency Area Development
	Advising & Consulting			Technical Reference and Knowledge Support
	Knowledge Dissemination			Knowledge Life Cycle Administration
	Regulatory Compliance & Enforcement		Inspections & Auditing	
			Standard Setting/Reporting Guideline Development	
			Permits & Licensing	
	Public Goods Creation & Management		Manufacturing	
			Construction	
			Public Resources, Facility & Infrastructure Mgmt.	
			Information Infrastructure Management	Information Systems and Technical Management
	Direct Services for Citizens	Military Operations		
Civilian Operations				

USAID Value Added Services				
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability
Support Delivery of Services	Controls & Oversight	Corrective Action		Policy Enforcement
		Program Evaluation		Program Management
		Program Monitoring		Program Performance Management, Program Portfolio Management
	General Government	Central Fiscal Operations		
		Legislative Functions		
		Executive Functions		
		Central Property Management		
		Central Personnel Management		
		Taxation Management		
		Central Records & Statistics Management		
	Internal Risk Management & Mitigation	Contingency Planning		
		Continuity of Operations		Information Systems and Technical Management
		Service Recovery		Information Systems and Technical Management
	Legislative Relations	Legislation Tracking		
		Legislation Testimony		Policy Communications
		Proposal Development		
		Congressional Liaison Operations		
	Planning & Resource Allocation	Budget Formulation		Program Strategic Budgeting,
		Capital Planning		
		Enterprise Architecture		Info & Tech Strategic Planning
		Strategic Planning		Strategic Planning and Direction
		Budget Execution		Budgeting
		Workforce Planning		Human Capital Planning
Management Improvement			Performance Management	
Public Affairs	Customer Services		Communications Management	
	Official Information Dissemination		Communications Management	

USAID Value Added Services					
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability	
Support Delivery of Services (continued)		Product Outreach		Stakeholder Outreach	
		Public Relations		Communications Management	
	Regulatory Development	Policy & Guidance Development		Policy Setting	
		Public Comment Tracking		Communications Management	
		Regulatory Creation		Policy Setting	
		Rule Publication			
	Revenue Collection	Debt Collection			
		User Free Collection			
		Federal Asset Sales			
Management of Government Resources	Administrative Management	Facilities, Fleet & Equipment Management		Facilities Administration	
		Help Desk Services		Information Systems and Technology Administration	
		Security Management		Security Management	
		Travel		Human Capital Management	
		Workplace Policy Development & Management		Human Capital Administration	
	Financial Management	Accounting		Budgeting	
		Budget & Finance		Budgeting	
		Payments		Finance Administration	
		Collections & Receivables		Finance Administration	
		Asset & Liability Management		Financial Management	
	Reporting & Information		Financial Management		
	Human Resource Management	Benefits Management	<i>Administration of Medical Benefits</i>		Human Capital Administration
			<i>Administration of Insurance Benefits</i>		Human Capital Administration
			<i>Administration of Disability Benefits</i>		Human Capital Administration
			<i>Administration of Retirement Benefits</i>		Human Capital Administration
		Personnel Management	<i>Personnel Action Processing</i>		Human Capital Administration
			<i>Employee Tracking</i>		Human Capital Administration

USAID Value Added Services					
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability	
Management of Government Resources (continued)			<i>Position Classification & Management</i>	Human Capital Administration	
			<i>Discipline/Grievance</i>	Human Capital Administration	
			<i>Advancement (Merit Promotion?)</i>	Human Capital Administration	
			<i>Awards</i>	Human Capital Administration	
			<i>Labor/Employee Relations</i>	Human Capital Administration	
			<i>EEO</i>	Human Capital Administration	
			<i>Diversity Planning</i>	Human Capital Administration	
			<i>Pre-Employment Drug Testing</i>	Human Capital Administration	
			<i>Random Drug Testing</i>	Human Capital Administration	
			<i>Worker's Compensation</i>	Human Capital Administration	
			<i>Administration of Employee Evaluations</i>	Human Capital Administration	
			Payroll Management & Expense Reimbursement	<i>Administration & Determination of Employee Compensation</i>	Human Capital Administration
			Resource Training & Development	<i>Employee Training</i>	Human Capital Management
		Security Clearance Management	<i>Clearance Investigations</i>	Human Capital Management	
			<i>Eligibility Determinations</i>	Human Capital Management	
			<i>Clearance Tracking</i>	Human Capital Management	
		Staff Recruitment & Employment	<i>Recruit</i>	Human Capital Administration	
	Human Capital Planning				

USAID Value Added Services				
Business Areas	Lines of Business	Sub-Functions	Sub-Categories	USAID Capability
Management of Government Resources (continued)	Information & Technology Management	System Development		Information Systems and Technology Administration
		Lifecycle/Change Management		Information Systems and Technical Management
		System Maintenance		Information Systems and Technical Management
		IT Infrastructure Maintenance		Info & Tech Strategic Planning
		IT Security		Information Systems and Technical Management
		Record Retention		Information Systems and Technology Administration
		Information Management		Information Systems and Technology Administration
	Supply Chain Management	Goods Acquisition		Acquisition and Assistance Administration
		Inventory Control		Acquisition and Assistance Administration
		Logistics Management		Logistics Coordination
		Services Acquisition		Technical Support Service-Level Agreement (SLA) Management

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Appendix 10: USAID FEA SRM

A FEA SRM was generated for USAID and for each of the five (5) Functional Groups selected during the initial USAID Enterprise Architecture engagement. First, the enterprise-wide USAID SRM is presented followed by a USAID SRM for the Functional Groups (1) Procurement, (2) Business Decision Support, (3) Technical Decision Support, (4) Performance Based Budgeting, and (5) Global Outreach.

USAID Enterprise-wide FEA SRM

Customer Services		
The Set Of Capabilities That Are Directly Related To The End Customer, The Interaction Between The Business And The Customer, And The Customer-Driven Activities Or Functions		
Service Type	Component	Application Reference
Customer Relationship Management	Call Center Management	
	Customer Analytics	Policy Dialogue Compatibility Assessment Contextual Analysis
	Sales and Marketing	Policy Setting
	Product Management	
	Brand Management	Policy Dialogue Policy Setting
	Customer / Account Management	Partner Collaboration Strategic Planning Partnership Management Technical Support Service-Level Agreement (SLA) Management
	Contact Management	Policy Dialogue Partner Collaboration Strategic Planning Logistics Strategy Development Knowledge Management Policy
	Partner Relationship Management	Partner Collaboration Strategic Planning Partnership Management Logistics Strategy Development Acquisition & Assistance Management Activity Administration Knowledge Management Policy Policy Enforcement Activity Planning
	Customer Feedback	Policy Dialogue Policy Environment Monitoring Partner Collaboration Strategic Planning Partnership Management Knowledge Management Policy
	Surveys	Partner Collaboration Strategic Planning Partnership Management Partnership Administration

Customer Services

The Set Of Capabilities That Are Directly Related To The End Customer, The Interaction Between The Business And The Customer, And The Customer-Driven Activities Or Functions

Service Type	Component	Application Reference
Customer Preferences	Personalization	
	Subscriptions	Partnership Administration
	Alerts and Notifications	Partnership Administration Knowledge Management Policy
	Profile Management	Policy Dialogue Partner Collaboration Strategic Planning Partnership Management Knowledge Management Policy
Customer Initiated Assistance	Online Help	Communications Management
	Online Tutorials	Communications Management
	Self-Service	Communications Management
	Reservations / Registration	Partnership Administration
	Multi-Lingual Support	Partner Collaboration Strategic Planning Partnership Administration
	Assistance Request	Partner Collaboration Strategic Planning
	Scheduling	Policy Dialogue Partnership Administration

Process Automation Services		
The Set Of Capabilities That Support The Automation Of Process And Management Activities That Assist In Effectively Managing The Business		
Service Type	Component	Application Reference
Tracking and Workflow	Process Tracking	
	Case / Issue Management	
	Conflict Resolution	
Routing and Automation	Inbound Correspondence Management	Partner Collaboration Strategic Planning Partnership Administration Logistics Strategy Development Activity Management Intervention Mechanism Development Knowledge Management Policy
	Outbound Correspondence Management	Partner Collaboration Strategic Planning Partnership Administration Logistics Strategy Development Activity Management Intervention Mechanism Development Knowledge Management Policy

BUSINESS MANAGEMENT SERVICES

The set of capabilities that support the management and execution of business functions and organizational activities that maintain continuity across the business and value-chain participants

Service Type	Component	Application Reference
Management of Process	Change Management	Operations, Standards, Policy and Guidance Acquisition & Assistance Administration Partnership Coordination
	Configuration Management	Partnership Coordination
	Requirements Management	Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Activity Management Strategic Planning and Direction Intervention Mechanisms Planning Logistics Coordination Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Partnership Coordination Partner Engagement Communications Administration Technical Support Service Design Security Management Activity Planning

BUSINESS MANAGEMENT SERVICES

The set of capabilities that support the management and execution of business functions and organizational activities that maintain continuity across the business and value-chain participants

Service Type	Component	Application Reference
Management of Process (continued)	Program / Project Management	Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Program Governance Program Performance Management Acquisition & Assistance Planning Activity Performance Management Strategic Planning and Direction Information & Technical Strategic Planning Performance Management Acquisition & Assistance Management Logistics Coordination Technical Support Delivery Evaluation Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Knowledge Impact Assessment Partner Engagement Communications Administration Activity Planning
	Governance / Policy Management	Policy Setting Program Performance Planning Scenario Development Program Governance Acquisition & Assistance Planning Strategic Planning and Direction Operations, Standards, Policy and Guidance Acquisition & Assistance Management Activity Logistics Planning Acquisition & Assistance Administration Technical Support Delivery Evaluation Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Knowledge Architecture Development Knowledge Impact Assessment Policy Communication Partnership Coordination Communications Administration Policy Enforcement

BUSINESS MANAGEMENT SERVICES

The set of capabilities that support the management and execution of business functions and organizational activities that maintain continuity across the business and value-chain participants

Service Type	Component	Application Reference
Management of Process (continued)	Quality Management	Contextual Analysis Program Performance Planning Scenario Development Activity Performance Management Performance Management Activity Logistics Planning Technical Support Service Delivery Facilities and Asset Planning Program Guidance Program Component Selection Knowledge Impact Assessment Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Policy Enforcement Activity Planning
	Business Rule Management	Program Performance Planning Scenario Development Program Governance Strategic Planning and Direction Acquisition & Assistance Coordination Activity Logistics Planning Communications Strategic Planning Policy Communications Management
	Business Rule Management (continued)	Program Guidance Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Policy Enforcement Technical Support Service Design Activity Planning
	Risk Management	Policy Environment Monitoring Contextual Analysis Program Performance Planning Scenario Development Acquisition & Assistance Planning Acquisition & Assistance Management Acquisition & Assistance Coordination Activity Logistics Planning Program Component Selection Knowledge Impact Assessment Technical Reference and Knowledge Support Security Management
Organizational Management	Workgroup / Groupware	
	Network Management	

BUSINESS MANAGEMENT SERVICES

The set of capabilities that support the management and execution of business functions and organizational activities that maintain continuity across the business and value-chain participants

Service Type	Component	Application Reference
Investment Management	Strategic Planning & Management	Policy Dialogue Partner Collaboration Strategic Planning Program Strategic Budgeting Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Performance Management Program Performance Management Acquisition & Assistance Planning Strategic Planning and Direction Budgeting Information & Technical Strategic Planning Financial Management Technical Support Delivery Evaluation Communications Strategic Planning Policy Communications Management Stakeholder Outreach
	Portfolio Management	Program Strategic Budgeting Funding Instrument Strategy Development Program Portfolio Management Strategic Planning and Direction Budgeting Financial Management Program Funding / Resource Coordination Policy Communications Management
	Performance Management	Program Portfolio Management Program Performance Management Resources Mobilization Activity Management Strategic Planning and Direction Performance Management Financial Management Technical Support Delivery Evaluation Facilities and Asset Planning Policy Communications Management Technical Support Service Design
	Budgeting (*)	

BUSINESS MANAGEMENT SERVICES		
The set of capabilities that support the management and execution of business functions and organizational activities that maintain continuity across the business and value-chain participants		
Service Type	Component	Application Reference
Supply Chain Management	Procurement	Logistics Strategy Development Acquisition & Assistance Management Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management
	Sourcing Management	Logistics Strategy Development Acquisition & Assistance Management Activity Administration
	Catalog Management	Logistics Strategy Development Acquisition & Assistance Coordination
	Ordering / Purchasing	Resources Mobilization Acquisition & Assistance Management Acquisition & Assistance Coordination
	Invoice / Requisition Tracking and Approval	Acquisition & Assistance Coordination
	Storefront / Shopping Cart	
	Returns Management	
Third Party Services (*)	Solicitation Development (*)	
	Offering Response Management (*)	
	Award Management (*)	
	Dispute Resolution (*)	
	Performance Management (*)	

DIGITAL ASSET SERVICES		
The set of capabilities that support the generation, management and distribution of intellectual capital and electronic media across the business and extended enterprise		
Service Type	Component	Application Reference
Content Management	Content Authoring	Information Systems and Technical Management Information Systems and Technology Administration
	Content Review and Approval	Communications Management Information Systems and Technology Administration
	Tagging and Aggregation	Communications Management Information Systems and Technology Administration
	Content Publishing and Delivery	Information Systems and Technical Management Information Systems and Technology Administration
	Syndication Management	
Document Management	Document Imaging and OCR	Knowledge Life Cycle Administration
	Document Referencing	Knowledge Life Cycle Administration Communications Management
	Document Revisions	Knowledge Life Cycle Administration Communications Management
	Library / Storage	Knowledge Life Cycle Administration Communications Management
	Document Review and Approval	Knowledge Life Cycle Management Information Systems and Technical Management Communications Management
	Document Conversion	Knowledge Life Cycle Administration Communications Management
	Indexing	Knowledge Life Cycle Administration Communications Management
	Classification	Knowledge Life Cycle Administration Communications Management
Knowledge Management	Information Retrieval	Policy Dialogue Partner Collaboration Strategic Planning Scenario Development Program Resource Planning Logistics Strategy Development Program Governance Knowledge Life Cycle Administration Intervention Mechanisms Planning Activity Logistics Planning Technical Support Service Delivery Policy Communications Strategy Communications Management Technical Assistance Training Information Systems and Technology Administration
	Information Mapping / Taxonomy	Knowledge Life Cycle Administration Information Systems and Technical Management
	Information Sharing	Policy Dialogue Compatibility Assessment Partnership Administration

DIGITAL ASSET SERVICES

The set of capabilities that support the generation, management and distribution of intellectual capital and electronic media across the business and extended enterprise

Service Type	Component	Application Reference
Knowledge Management (continued)	Information Sharing (continued)	Program Resource Planning Logistics Strategy Development Knowledge Life Cycle Administration Intervention Mechanisms Planning Technical Support Service Delivery Program Component Selection Policy Communications Strategy Communications Management Technical Assistance Training
	Categorization	Knowledge Life Cycle Management Competency Area Development
	Knowledge Engineering	Knowledge Life Cycle Management Strategic Planning for Knowledge Management Policy Communications Strategy Technical Support Service Design Competency Area Development
	Knowledge Capture	Knowledge Life Cycle Administration Strategic Planning for Knowledge Management Program Component Selection Policy Communications Strategy Technical Support Service Design Competency Area Development
	Knowledge Discovery	Scenario Development Logistics Strategy Development Knowledge Life Cycle Administration Policy Communications Strategy Competency Area Development
	Knowledge Distribution and Delivery	Policy Dialogue Partner Collaboration Strategic Planning Compatibility Assessment Partnership Administration Scenario Development Program Governance Knowledge Life Cycle Administration Information Systems and Technical Management Activity Logistics Planning Technical Support Service Delivery Communications Management Technical Assistance Training
Records Management	Record Linking / Association	Knowledge Life Cycle Administration
	Document Classification	Knowledge Life Cycle Management
	Document Retirement	Knowledge Life Cycle Management
	Digital Rights Management	Knowledge Life Cycle Management Information Systems and Technical Management

Business Analytic Services		
The Set of Capabilities That Support The Extraction, Aggregation And Presentation Of Information To Facilitate Decision Analysis And Business Evaluation		
Service Type	Component	Application Reference
Analysis and Statistics	Modeling	Intervention Mechanisms Planning Technical Reference and Knowledge Support
	Predictive	Logistics Strategy Development Intervention Mechanisms Planning Technical Reference and Knowledge Support
	Simulation	Technical Reference and Knowledge Support
	Mathematical	Technical Reference and Knowledge Support
	Structural / Thermal	
	Radiological	
	Forensics	
	Population and Health (*)	
	Demographics (*)	
Visualization	Graphing / Charting	
	Imagery	
	Multimedia	
	Mapping / Geospatial / Elevation / GPS	
	CAD	
Business Intelligence	Demand Forecasting / Management	Policy Environment Monitoring Compatibility Assessment Contextual Analysis Scenario Development Logistics Strategy Development Strategic Planning and Direction Human Capital Management Policy Communications Management Knowledge Impact Assessment Policy Communications Strategy
	Balanced Scorecard	Policy Setting Policy Environment Monitoring Compatibility Assessment Contextual Analysis Scenario Development Strategic Planning and Direction Policy Communications Management Knowledge Impact Assessment
	Decision Support and Planning	Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Contextual Analysis Scenario Development Program Resource Planning Funding Instrument Strategy Development

Business Analytic Services

The Set of Capabilities That Support The Extraction, Aggregation And Presentation Of Information To Facilitate Decision Analysis And Business Evaluation

Service Type	Component	Application Reference
Business Intelligence (continued)	Decision Support and Planning (continued)	Logistics Strategy Development Strategic Planning and Direction Human Capital Management Intervention Mechanisms Planning Policy Communications Management Knowledge Impact Assessment
	Data Mining	Strategic Planning and Direction Strategic Planning for Knowledge Management
Reporting	Ad Hoc	Program Resource Planning Resources Mobilization Activity Management Acquisition & Assistance Management Technical Support Planning Policy Communications Management Intervention Mechanism Development Policy Communications Strategy Finance Administration
	Standardized / Canned	Program Resource Planning Resources Mobilization Activity Management Acquisition & Assistance Management Technical Support Planning Intervention Mechanism Development Knowledge Management Policy Policy Communications Strategy Finance Administration
	OLAP	Program Resource Planning Resources Mobilization Activity Management Acquisition & Assistance Management Technical Support Planning Intervention Mechanism Development Finance Administration

Back Office Services		
The Set Of Capabilities That Support The Management Of Enterprise Planning Transactional-Based Functions		
Service Type	Component	Application Reference
Data Management	Data Exchange	Knowledge Life Cycle Administration Security Management Information Systems and Technology Administration
	Data Mart	Knowledge Life Cycle Administration Information Systems and Technical Management Partner Engagement Information Systems and Technology Administration
	Data Warehouse	Knowledge Life Cycle Administration Information Systems and Technical Management Partner Engagement Information Systems and Technology Administration
	Meta Data Management	Knowledge Life Cycle Administration Partner Engagement Information Systems and Technology Administration
	Data Cleansing	Information Systems and Technology Administration
	Extraction and Transformation	Intervention Mechanisms Planning Information Systems and Technology Administration
	Loading and Archiving	Knowledge Life Cycle Administration Information Systems and Technology Administration
	Data Recovery	Security Management Information Systems and Technology Administration
	Data Classification	Knowledge Life Cycle Administration Information Systems and Technology Administration
Human Resources	Recruiting	Activity Management Human Capital Administration
	Resume Management	Human Capital Administration
	Career Development and Retention	Human Capital Administration
	Time Reporting	Activity Management Human Capital Administration
	Awards Management	Human Capital Management Human Capital Administration
	Benefit Management	Human Capital Management Human Capital Administration
	Retirement Management	Human Capital Management Human Capital Administration
	Personnel Administration	Human Capital Planning Human Capital Management Human Capital Administration
	Education / Training	Activity Management Technical Support Delivery Coordination Technical Support Service Delivery Communications Management Technical Support Service Design Technical Assistance Training Human Capital Administration

Back Office Services		
The Set Of Capabilities That Support The Management Of Enterprise Planning Transactional-Based Functions		
Service Type	Component	Application Reference
Human Resources (continued)	Health and Safety	Human Capital Administration
	Travel Management	Activity Logistics Planning Resource Deployment Human Capital Administration
Financial Management	Billing and Accounting	Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Planning Finance Administration
	Credit / Charge	Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management Finance Administration
	Expense Management	Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management Technical Support Planning Finance Administration Human Capital Administration
	Payroll	Financial Management Acquisition & Assistance Coordination Activity Administration Finance Administration Human Capital Administration
	Payment / Settlement	Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management Technical Support Planning Finance Administration
	Debt Collection	Financial Management Acquisition & Assistance Coordination Activity Administration Finance Administration
	Revenue Management	Financial Management Acquisition & Assistance Coordination Activity Administration Finance Administration

Back Office Services		
The Set Of Capabilities That Support The Management Of Enterprise Planning Transactional-Based Functions		
Service Type	Component	Application Reference
Financial Management (continued)	Auditing	Program Strategic Budgeting Program Performance Planning Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management Technical Support Planning Technical Support Delivery Evaluation Finance Administration
	Activity – Based Management	Program Performance Management Budgeting Financial Management Intervention Mechanisms Planning Acquisition & Assistance Coordination Activity Administration Technical Support Planning Finance Administration Activity Planning
	Currency Translation	Financial Management Acquisition & Assistance Coordination Finance Administration
	Financial Reporting	Program Strategic Budgeting Program Performance Management Budgeting Financial Management Acquisition & Assistance Coordination Activity Administration Technical Support Service-Level Agreement (SLA) Management Technical Support Planning Technical Support Delivery Evaluation Finance Administration
	Budget Execution (*)	
Assets / Materials Management	Property / Asset Management	Logistics Strategy Development Financial Management Logistics Coordination Resource Deployment Stakeholder Outreach Facilities Administration
	Asset Cataloging / Identification	Logistics Coordination Stakeholder Outreach
	Asset Transfer, Allocation, and Maintenance	Financial Management Logistics Coordination Resource Deployment Stakeholder Outreach Facilities Administration

Back Office Services		
The Set Of Capabilities That Support The Management Of Enterprise Planning Transactional-Based Functions		
Service Type	Component	Application Reference
Assets / Materials Management (continued)	Facilities Management	Logistics Strategy Development Logistics Coordination Stakeholder Outreach Security Management Facilities Administration
	Computers / Automation Management	Logistics Strategy Development
Development And Integration	Legacy Integration	Information Systems and Technical Management Information Systems and Technology Administration
	Enterprise Application Integration	Information Systems and Technical Management Information Systems and Technology Administration
	Data Integration	Information Systems and Technical Management Information Systems and Technology Administration
	Instrumentation and Testing	Information Systems and Technical Management
	Software Development	Information Systems and Technical Management
Human Capital / Workforce Management	Resource Planning and Allocation	Program Resource Planning Resources Mobilization Activity Management Human Capital Planning Human Capital Management Financial Management Resource Deployment Activity Administration Activity Planning
	Skills Management	Human Capital Management Technical Support Delivery Coordination Communications Management Technical Support Service Design Technical Assistance Training
	Workforce Directory / Locator	Program Resource Planning Human Capital Planning Human Capital Management Activity Administration Technical Support Delivery Coordination
	Team / Organization Management	Activity Management Human Capital Planning Human Capital Management
	Contingent Workforce Management	Resources Mobilization Human Capital Planning Human Capital Management
	Workforce Acquisition / Optimization	Program Resource Planning Resources Mobilization Activity Management Human Capital Planning Human Capital Management

Support Services		
The Set Of Cross-Functional Capabilities That Can Be Leveraged Independent Of Service Domain Objective Or Mission		
Service Type	Component	Application Reference
Security Management	Identification and Authentication	Knowledge Life Cycle Administration Information Systems and Technical Management Security Management
	Access Control	Information Systems and Technical Management Security Management
	Encryption	Knowledge Life Cycle Administration Information Systems and Technical Management Security Management
	Intrusion Detection	Information Systems and Technical Management Security Management
	Verification	Knowledge Life Cycle Administration Information Systems and Technical Management Security Management
	Digital Signature	Information Systems and Technical Management Security Management
	User Management	Information Systems and Technical Management Security Management
	Role / Privilege Management	Knowledge Life Cycle Administration Information Systems and Technical Management Security Management
	Audit Trail Capture and Analysis	Information Systems and Technical Management Security Management
Collaboration	Email	Partnership Management Partnership Administration
	Threaded Discussion	
	Document Library	Knowledge Life Cycle Administration Information Systems and Technical Management
	Shared Calendaring	Partnership Management Partnership Administration
	Task Management	Information Systems and Technical Management
Search	Query	Information Systems and Technology Administration
	Precision / Recall Ranking	Information Systems and Technology Administration
	Classification	Information Systems and Technology Administration
	Pattern Matching	
Communication	Real Time / Chat	Partnership Administration Knowledge Management Policy
	Instant Messaging	Partnership Administration Knowledge Management Policy

Support Services		
The Set Of Cross-Functional Capabilities That Can Be Leveraged Independent Of Service Domain Objective Or Mission		
Service Type	Component	Application Reference
Communication (continued)	Audio Conferencing	Partnership Management Partnership Administration Knowledge Management Policy
	Video Conferencing	Partnership Management Partnership Administration Knowledge Management Policy
	Events / News Management	Partnership Management Partnership Administration Information Systems and Technical Management
	Community Management	Partnership Management Partnership Administration Information Systems and Technical Management Knowledge Management Policy
	Computer / Telephony Integration	Partnership Management Partnership Administration Information Systems and Technical Management
Systems Management	License Management	Information & Technical Strategic Planning Information Systems and Technical Management
	Remote Systems Control	Information Systems and Technical Management
	System Resource Monitoring	Information Systems and Technical Management
	Software Distribution	Information Systems and Technical Management
Forms Management	Forms Creation	Information Systems and Technical Management
	Forms Modification	Information Systems and Technical Management

Appendix 11: USAID FEA TRM

USAID FEA TRM – Enterprise-wide

Service Access And Delivery		
Service Category	Standard	
Access Channels	Web Browser	Applicable
	Wireless / PDA Device	
	Collaboration / Communication	Applicable
	Other Electronic Channels	
Delivery Channels	Internet, Intranet	Applicable
	Extranet	Applicable
	Peer to Peer (P2P)	
	Virtual Private Network (VPN)	Applicable
Service Requirements	Legislative / Compliance	Applicable
	Authentication / Single Sign-On	Applicable
	Hosting	Applicable
Service Transport	Network Services	Applicable
	Transport	Applicable

Service Platform And Infrastructure		
Service Category	Standard	
Support Platforms	Wireless / Mobile	
	Platform Independent	Applicable
	Platform Dependent	
Database / Storage	Database	Applicable
	Storage Devices	Applicable
Delivery Servers	Web, Media	
	Application	Applicable
	Portal	Applicable
Software Engineering	Integrated Development Environment (IDE)	
	Software Configuration Management (SCM)	
	Testing Management, Modelling	
Hardware / Infrastructure	Servers / Computers	Applicable
	Embedded Technology Devices	Applicable
	Peripherals	
	WAN, LAN	Applicable
	Network Devices / Standards	Applicable
	Video Conferencing	Applicable

Component Framework		
Service Category	Standard	
Security	Certificates / Digital Signatures	Applicable
	Supporting Security Services	Applicable
Data Interchange	Data Exchange	Applicable
Presentation / Interface	Static Display	
	Dynamic Server-Side Display	Applicable
	Content Rendering	Applicable
	Wireless / Mobile / Voice	
Business Logic	Platform Independent	Applicable
	Platform Dependent	
Data Management	Database Connectivity	
	Reporting and Analysis	Applicable

Services Interface And Integration		
Service Category	Standard	
Integration	Middleware	
	Database Access	Applicable
	Transaction Processing	
	Object Request Broker	
Interoperability	Data Format / Classification	Applicable
	Data Types / Validation	Applicable
	Data Transformation	
Interface	Service Discovery	Applicable
	Service Description / Interface	Applicable

USAID FEA TRM – Component-Specific Standards
Component-Specific Standards

Service Access and Delivery		
Service Category	Standards	Component
Access Channels	Web Browser	
	Wireless / PDA Device	
	Collaboration / Communication	Policy Dialogue Policy Setting Partner Collaboration Strategic Planning Partnership Management Logistics Strategy Development Resources Mobilization Stakeholder Outreach
	Other Electronic Channels	
Delivery Channels	Internet, Intranet	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination

Service Access and Delivery		
Service Category	Standards	Component
Delivery Channels (continued)	Internet, Intranet (continued)	Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Extranet	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management

Service Access and Delivery		
Service Category	Standards	Component
Delivery Channels (continued)	Extranet (continued)	Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning

Service Access and Delivery		
Service Category	Standards	Component
Delivery Channels (continued)	Peer to Peer (P2P)	
	Virtual Private Network (VPN)	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach

Service Access and Delivery		
Service Category	Standards	Component
Delivery Channels (continued)	Virtual Private Network (VPN) (continued)	<ul style="list-style-type: none"> Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Legislative / Compliance	
Service Requirements	Authentication / Single Sign-On	<ul style="list-style-type: none"> Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management

Service Access and Delivery		
Service Category	Standards	Component
Service Requirements (continued)	Authentication / Single Sign-On (continued)	Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Hosting	

Service Access and Delivery		
Service Category	Standards	Component
Service Transport	Network Services	
	Transports	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection

Service Access and Delivery		
Service Category	Standards	Component
Service Transport (continued)	Transports (continued)	Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning

Service Platform and Infrastructure		
Service Category	Standards	Components
Support Platforms	Wireless / Mobile	
	Platform Independent	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management

Service Platform and Infrastructure		
Service Category	Standards	Components
Support Platforms (continued)	Platform Independent (continued)	Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Platform Dependent	
Database / Storage	Database	
	Storage Devices	
Delivery Servers	Web Media	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting

Service Platform and Infrastructure		
Service Category	Standards	Components
Delivery Servers (continued)	Web Media (continued)	Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding/Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Applications	

Service Platform and Infrastructure		
Service Category	Standards	Components
Delivery Servers (continued)	Portal	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection

Service Platform and Infrastructure		
Service Category	Standards	Components
Delivery Servers (continued)	Portal (continued)	Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
Software Engineering	Integrated Development Environment (IDE)	
	Software Configuration Management (SCM)	
	Testing Management, Modeling	
Hardware / Infrastructure	Servers / Computers	Policy Dialogue
	Embedded Technology Devices	
	Peripherals	
	WAN, LAN	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management

Service Platform and Infrastructure		
Service Category	Standards	Components
Hardware / Infrastructure (continued)	WAN, LAN (continued)	Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration

Service Platform and Infrastructure		
Service Category	Standards	Components
Hardware / Infrastructure (continued)	WAN, LAN (continued)	Activity Planning
	Network Devices / Standards	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach

Service Platform and Infrastructure		
Service Category	Standards	Components
Hardware / Infrastructure (continued)	Network Devices / Standards (continued)	<ul style="list-style-type: none"> Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Video Conferencing	<ul style="list-style-type: none"> Policy Dialogue Policy Setting Partner Collaboration Strategic Planning Partnership Management Partnership Administration Resources Mobilization Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Information & Technical Strategic Planning Logistics Coordination Communications Strategic Planning Policy Communications Management Stakeholder Outreach Technical Reference and Knowledge Support Partnership Coordination Partner Engagement Communications Management Communications Administration Knowledge Architecture Development

Component Framework		
Service Category	Standards	Component
Security	Certificates / Digital Signatures	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection

Component Framework		
Service Category	Standards	Component
Security (continued)	Certificates / Digital Signatures (continued)	<ul style="list-style-type: none"> Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Supporting Security Services	<ul style="list-style-type: none"> Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management

Component Framework		
Service Category	Standards	Component
Security (continued)	Supporting Security Services (continued)	Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning

Component Framework		
Service Category	Standards	Component
Data Interchange	Data Exchange	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection

Component Framework		
Service Category	Standards	Component
Data Interchange (continued)	Data Exchange (continued)	Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
Presentation / Interface	Static Display	
	Dynamic Server-Side Display	Policy Dialogue Policy Setting
	Content Rendering	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning

Component Framework		
Service Category	Standards	Component
Presentation / Interface (continued)	Content Rendering (continued)	Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Wireless / Mobile / Voice	

Component Framework		
Service Category	Standards	Component
Business Logic	Platform Independent	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection

Component Framework		
Service Category	Standards	Component
Business Logic (continued)	Platform Independent (continued)	<ul style="list-style-type: none"> Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Platform Dependent	
Data Management	Database Connectivity	<ul style="list-style-type: none"> Information Systems and Technology Administration Information Systems and Technical Management Information & Technical Strategic Planning
	Reporting and Analysis	<ul style="list-style-type: none"> Policy Environment Monitoring Policy Environment Monitoring Compatibility Assessment Contextual Analysis Program Strategic Budgeting Knowledge Life Cycle Administration Human Capital Planning Information & Technical Strategic Planning Acquisition & Assistance Management Financial Management Knowledge Impact Assessment Policy Communication Communications Management Finance Administration

Service Interface and Integration		
Service Category	Standards	Component
Integration	Middleware	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development

Service Interface and Integration		
Service Category	Standards	Component
Integration (continued)	Middleware (continued)	Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Database Access	
	Transaction Processing	Financial Management Budgeting Acquisition & Assistance Administration
	Object Request Broker	
Interoperability	Data Format / Classification	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting

Service Interface and Integration		
Service Category	Standards	Component
Interoperability (continued)	Data Format / Classification (continued)	Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning

Component Framework		
Service Category	Standards	Component
Interoperability (continued)	Data Types / Validation (continued)	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development

Component Framework		
Service Category	Standards	Component
Interoperability (continued)	Data Types / Validation (continued)	Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning
	Data Transformation	
Interface	Service Discovery	
	Service Description / Interface	Policy Dialogue Policy Setting Policy Environment Monitoring Partner Collaboration Strategic Planning Compatibility Assessment Partnership Management Partnership Administration Contextual Analysis Program Strategic Budgeting Program Performance Planning Scenario Development Program Resource Planning Funding Instrument Strategy Development Logistics Strategy Development Program Governance Program Portfolio Management Program Performance Management Resources Mobilization Acquisition & Assistance Planning Activity Management Activity Performance Management Knowledge Life Cycle Management Knowledge Life Cycle Administration Strategic Planning and Direction Budgeting Human Capital Planning Information & Technical Strategic Planning Operations, Standards, Policy and Guidance Performance Management Acquisition & Assistance Management Human Capital Management Information Systems and Technical Management Financial Management Intervention Mechanisms Planning

Component Framework		
Service Category	Standards	Component
Interface (continued)	Service Description / Interface (continued)	Program Funding / Resource Coordination Acquisition & Assistance Coordination Activity Logistics Planning Logistics Coordination Resource Deployment Activity Administration Technical Support Delivery Coordination Technical Support Service-Level Agreement (SLA) Management Technical Support Service Delivery Acquisition & Assistance Administration Technical Support Planning Technical Support Delivery Evaluation Strategic Planning for Knowledge Management Facilities and Asset Planning Communications Strategic Planning Policy Communications Management Stakeholder Outreach Program Guidance Program Component Selection Intervention Mechanism Development Knowledge Management Policy Knowledge Architecture Development Knowledge Impact Assessment Technical Reference and Knowledge Support Policy Communications Strategy Policy Communication Partnership Coordination Partner Engagement Communications Management Communications Administration Policy Enforcement Technical Support Service Design Technical Assistance Training Competency Area Development Security Management Finance Administration Facilities Administration Human Capital Administration Information Systems and Technology Administration Activity Planning

Appendix 12: USAID FEA PRM

**USAID PRM
Functional Group Map: Technical Decision Support**

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Activity Execution	Activity logistics planning	Management of Government Resources	Supply Chain Management	Logistics Management	Number of local KfD strategic objectives developed (Bureau, Mission, Partners and Contractors)
	Activity Execution	Activity planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Acquisitions & Assistance Planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
Manage	Activity Execution	Activity Performance Management	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	Number of local KfD initiatives – local KfD program activities
	Agency Business Management	Human capital (workforce) planning	Management of Government Resources	Human Resources Management	Personnel Management	Number of active Communities of Practice supported by the KfD program
Plan	Agency Business Management	Information and technology resource strategic planning	Management of Government Resources	Information and Technology Management	Information Management	Number of local KfD strategic objectives developed (Bureau, Mission, Partners and Contractors)
	Agency Business Management	Operations standards, policy and guidance	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Agency Business Management	Strategic planning and direction	Management of Government Resources	Planning and Resource Allocation	Strategic Planning	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Development Policy and Diplomacy	Policy communications management	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Policy environment monitoring	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Stakeholder outreach	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
Plan	Internal Technical Support	Technical support planning	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	
	Internal Technical Support	Technical support service design	Process and Activities	Management and Innovation	Innovation and Improvement	
Manage	Internal Technical Support	Technical support delivery coordination	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	
	Internal Technical Support	Technical support service delivery	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	Number of KfD Knowledge Coordinator Workshops delivered
Execute	Internal Technical Support	Technical assistance training	Support of Delivery Services	Planning and Resource Allocation	Management Improvement	
	Knowledge for Development	Knowledge architecture development	Process and Activities	Management & Innovation	Knowledge Management	Number of local KfD strategic objectives developed (Bureau, Mission, Partners and Contractors)
Plan	Knowledge for Development	Knowledge management policy	Process and Activities	Management & Innovation	Knowledge Management	
	Knowledge for Development	Strategic planning for knowledge management	Process and Activities	Management & Innovation	Knowledge Management	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Knowledge for Development	Knowledge impact assessment	Process and Activities	Management & Innovation	Knowledge Management	KfD tools survey results
	Knowledge for Development	Knowledge life cycle management	Process and Activities	Management & Innovation	Knowledge Management	
	Knowledge for Development	Competency area development	Process and Activities	Management & Innovation	Knowledge Management	Number of active Communities practice
Execute	Knowledge for Development	Knowledge life cycle administration	Process and Activities	Management & Innovation	Knowledge Management	Number of Missions with assigned and active knowledge Coordinators
	Knowledge for Development	Technical reference and knowledge support	Process and Activities	Management & Innovation	Knowledge Management	
	Knowledge for Development	Technical Reference and Knowledge Support	Process and Activities	Management & Innovation	Knowledge Management	
Plan	Partnership Development	Compatibility assessment	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partner collaboration strategic planning	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Plan	Program Design	Contextual analysis	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
	Program Design	Program performance planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
Manage	Program Design	Program guidance (parameters)	Process and Activities	Management and Innovation	Policies	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Execute	Program Design	Intervention mechanism development	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Program Design	Program component selection	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Program Design	Scenario development	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Plan	Program Operations	Intervention mechanisms planning	Management of Government Resources	Administrative Management	Facilities, Fleet, and Equipment Management	

**USAID PRM
Functional Group Map: Procurement**

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Activity Execution	Activity logistics planning	Management of Government Resources	Supply Chain Management	Logistics Management	
	Activity Execution	Acquisition & Assistance Planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Resource deployment	Management of Government Resources	Supply Chain Management	Logistics Management	
Manage	Activity Execution	Activity management	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Logistics coordination	Management of Government Resources	Supply Chain Management	Logistics Management	
	Activity Execution	Activity administration	Management of Government Resources	Administrative Management	Facilities, Fleet, and Equipment Management	
Execute	Agency Business Management	Budgeting	Support Delivery of Services	Planning and Resource Allocation	Budget Formulation	
	Agency Business Management	Operations standards, policy and guidance	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Agency Business Management	Acquisition and Assistance management	Management of Government Resources	Administrative Management	Collections and Receivables	
	Agency Business Management	Financial management	Management of Government Resources	Financial Management	Budget and Finance	
Execute	Agency Business Management	Acquisition and Assistance administration	Management of Government Resources	Financial Management	Reporting and Information	
	Agency Business Management	Finance administration	Management of Government Resources	Financial Management	Budget and Finance	
Manage	Internal Technical Support	Technical support delivery coordination	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	
	Internal Technical Support	Technical support service level agreement (SLA) management	Support Delivery of Services	Controls and Oversight	Program Monitoring	
Execute	Internal Technical Support	Technical support service delivery	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Program Operations	Funding (implementing) instrument development strategy	Management of Government Resources	Financial Management	Budget and Finance	
	Program Operations	Intervention mechanisms planning	Management of Government Resources	Administrative Management	Facilities, Fleet, and Equipment Management	
	Program Operations	Program resource planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
Manage	Program Operations	Program funding / resource coordination	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
	Program Operations	Program performance management	Service for Citizens	Administrative Management	Workplace Policy Development and Management	
	Program Operations	Program portfolio management	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
Execute	Program Operations	Acquisition and Assistance coordination	Process and Activities	Productivity and Efficiency	Productivity	
	Program Operations	Resource mobilization	Support Delivery of Services	Planning and Resource Allocation	Workforce Planning	

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**USAID PRM
Functional Group Map: Business Decision Support**

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Activity Execution	Acquisition & Assistance Planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Activity management	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Activity performance management	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
Manage	Agency Business Management	Budgeting	Support Delivery of Services	Planning and Resource Allocation	Budget Formulation	
	Agency Business Management	Human capital planning	Management of Government Resources	Human Resources Management	Personnel Management	
	Agency Business Management	Information and technology resource strategic planning	Management of Government Resources	Information and Technology Management	Information Management	
Plan	Agency Business Management	Operations standards, policy and guidance	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Agency Business Management	Strategic planning and direction	Management of Government Resources	Planning and Resource Allocation	Strategic Planning	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Agency Business Management	Acquisition and Assistance management	Management of Government Resources	Administrative Management	Collections and Receivables	
	Agency Business Management	Financial management	Management of Government Resources	Financial Management	Budget and Finance	
	Agency Business Management	Performance management	Support Delivery of Service	Controls and Oversight	Program Evaluation	
	Agency Business Management	Human capital management	Management of Government Resources	Human Resource Management	Personnel Management	
	Agency Business Management	Information Systems and Technical Management	Management of Government Resources	Information Technology Management	Information Management	
Plan	Development Policy and Diplomacy	Policy dialogue	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Policy setting	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
Manage	Development Policy and Diplomacy	Policy environment monitoring	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
Manage	Knowledge for Development	Knowledge life cycle management	Process and Activities	Management & Innovation	Knowledge Management	
Execute	Knowledge for Development	Knowledge life cycle administration	Process and Activities	Management & Innovation	Knowledge Management	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Partnership Development	Compatibility assessment	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partner collaboration strategic planning	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partnership management	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partnership Administration	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Execute	Program Design	Contextual analysis	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
	Program Design	Program performance planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
	Program Design	Program strategic budgeting	Support Delivery of Services	Planning and Resource Allocation	Budget Formulation	
	Program Design	Scenario development	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Plan	Program Operations	Funding (implementing) instrument development strategy	Management of Government Resources	Financial Management	Budget and Finance	
	Program Operations	Logistics strategy development	Management of Government Resources	Supply Chain Management	Logistics Management	
	Program Operations	Program resource planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Program Operations	Program governance	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Program Operations	Program performance management	Service for Citizens	Administrative Management	Workplace Policy Development and Management	
	Program Operations	Program portfolio management	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
Execute	Program Operations	Resource mobilization	Support Delivery of Services	Planning and Resource Allocation	Workforce Planning	

**USAID PRM
Functional Group Map: Performance Based Budgeting**

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Activity Execution	Activity logistics planning	Management of Government Resources	Supply Chain Management	Logistics Management	
	Activity Execution	Acquisition & Assistance Planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
	Activity Execution	Activity planning	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
Manage	Activity Execution	Activity performance management	Management of Government Resources	Administrative Management	Workplace Policy Development and Management	
Execute	Agency Business Management	Acquisition and Assistance administration	Management of Government Resources	Financial Management	Reporting and Information	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Agency Business Management	Acquisition and Assistance planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	
	Agency Business Management	Budgeting	Support Delivery of Services	Planning and Resource Allocation	Budget Formulation	
	Agency Business Management	Communications strategic planning	Support Delivery of Services	Public Affairs	Public Relations	
	Agency Business Management	Facilities and asset planning	Management of Government Resources	Administrative Management	Facilities, Fleet, and Equipment Management	
	Agency Business Management	Human capital (workforce) planning	Management of Government Resources	Human Resources Management	Personnel Management	
	Agency Business Management	Information and technology resource strategic planning	Management of Government Resources	Information and Technology Management	Information Management	
	Agency Business Management	Strategic planning and direction	Management of Government Resources	Planning and Resource Allocation	Strategic Planning	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Manage	Agency Business Management	Acquisition and Assistance management	Management of Government Resources	Administrative Management	Collections and Receivables	
	Agency Business Management	Financial management	Management of Government Resources	Financial Management	Budget and Finance	
	Agency Business Management	Performance management	Support Delivery of Service	Controls and Oversight	Program Evaluation	
	Agency Business Management	Finance administration	Management of Government Resources	Financial Management	Budget and Finance	
Execute	Development Policy and Diplomacy	Policy setting	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Internal Technical Support	Technical support planning	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	
	Internal Technical Support	Technical support service design	Process and Activities	Management and Innovation	Innovation and Improvement	
	Internal Technical Support	Technical support delivery evaluation	Support Delivery of Services	Controls and Oversight	Program Evaluation	
Manage	Internal Technical Support	Technical support service level agreement (SLA) management	Support Delivery of Services	Controls and Oversight	Program Monitoring	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators	
Plan	Knowledge for Development	Strategic planning for knowledge management	Process and Activities	Management & Innovation	Knowledge Management Knowledge Management		
	Partnership Development	Partner collaboration strategic planning	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid		
	Program Design	Program performance planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning		
	Program Design	Program strategic budgeting	Support Delivery of Services	Planning and Resource Allocation	Budget Formulation		
	Program Operations	Program resource planning	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning		
	Program Operations	Funding (implementing) instrument development strategy	Management of Government Resources	Financial Management	Budget and Finance		
	Program Operations	Program funding / resource coordination	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning		
	Program Operations	Program performance management	Service for Citizens	Administrative Management	Workplace Policy Development and Management		
	Manage						

**USAID PRM
Functional Group Map: Global Outreach**

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Plan	Agency Business Management	Communications strategic planning	Support Delivery of Services	Public Affairs	Public Relations	
	Agency Business Management	Strategic planning and direction	Management of Government Resources	Planning and Resource Allocation	Strategic Planning	
Manage	Agency Business Management	Communications management	Support Delivery of Services	Public Affairs	Public Relations	
	Agency Business Management	Communications administration	Support Delivery of Services	Public Affairs	Official Information Dissemination	
Plan	Development Policy and Diplomacy	Policy communications strategy	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Policy dialogue	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
Manage	Development Policy and Diplomacy	Policy communications management	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Policy environment monitoring	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	

Management Level	Service Line	Capability	Measurement Area: Mission and Business Results; Process and Activities	Measurement Category	Measurement Indicator	Operationalized Measurement Indicators
Execute	Development Policy and Diplomacy	Policy communications	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
	Development Policy and Diplomacy	Stakeholder outreach	Services for Citizens	International Affairs and Commerce	International Development and Humanitarian Aid	
Plan	Internal Technical Support	Technical support planning	Support Delivery of Services	Planning and Resource Allocation	Management Improvement	
Manage	Knowledge for Development	Knowledge life cycle management	Process and Activities	Management & Innovation	Knowledge Management	
Execute	Knowledge for Development	Knowledge life cycle administration	Process and Activities	Management & Innovation	Knowledge Management	
Plan	Partnership Development	Compatibility assessment	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partner collaboration strategic planning	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Manage	Partnership Development	Partnership coordination	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
	Partnership Development	Partnership management	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Execute	Partnership Development	Partner engagement	Service for Citizens	International Affairs & Commerce	International Development and Humanitarian Aid	
Plan	Program Design	Contextual analysis	Support Delivery of Services	Planning and Resource Allocation	Strategic Planning	

Notes

Sources of Operationalized Performance measures

- Selected Exhibit 300's aligned to the five affinity areas
- Referenced the PAR FY2004 to gain insights on the performance goals linked to strategic objectives (these are linked more specifically to the programmatic areas with USAID) additionally there is traceability to Management and Organizational Excellence strategic goal.
- The PRM mapping is segmented as follows:
 - Management level
 - Service line
 - Affinity Area

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Appendix 13: USAID Application Inventory Alignment

The application inventories are presented in three tables: (1) Formal Applications, (2) Semi-Formal Applications, and (3) Informal Applications.

Mapping of USAID Business Capabilities against USAID Formal Applications

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
348	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
348	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
352	Automated Acquisition Management System	Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
352	Automated Acquisition Management System	Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
352	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
352	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
66	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
66	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Financial Management
318	Automated Acquisition Management System	Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
318	Automated Acquisition Management System	Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
318	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
318	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
322	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
322	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
35	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
35	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
36	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
36	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
483	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
483	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
347	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
347	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
349	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
349	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
95	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
95	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
96	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
96	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
119	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
119	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
485	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
485	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
486	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
486	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
155	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
155	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
448	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
448	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
219	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
219	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
220	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
220	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
223	Automated Acquisition Management System	Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
223	Automated Acquisition Management System	Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
223	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
223	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
228	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
228	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
297	Automated Acquisition Management System	Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
297	Automated Acquisition Management System	Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
297	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
297	Automated Acquisition Management System	Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
300	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
300	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
282	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
282	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
257	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
257	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
273	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
273	Mission Accounting and Control System - Voucher Tracking and Payment	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
274	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
274	Mission Accounting and Control System	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
N/A	Phoenix	Formal	Accounting Tool	Agency Business Management	Plan	Budgeting
N/A	Phoenix	Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
N/A	Phoenix	Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
N/A	New Management System	Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
N/A	New Management System	Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
N/A	New Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
N/A	New Management System	Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management

Mapping of USAID Business Capabilities against USAID Semi- Formal Applications

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
341	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
341	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
341	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
346	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
346	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
351	Non-Expendable Property Management System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
353	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
353	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
374	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
374	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
8	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
8	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
8	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
11	EXO Applications	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
12	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
12	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
13	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
13	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
16	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
16	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
17	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
17	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
17	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
17	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
19	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
19	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
20	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
20	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
20	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
49	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
49	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
49	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
50	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
50	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
51	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
51	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
52	Electronic Certification System - Bangkok	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
52	Electronic Certification System - Bangkok	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
53	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
53	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
54	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
54	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
69	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
69	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
69	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
69	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
74	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
74	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
75	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
75	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
75	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
321	EXO Applications	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
326	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
326	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
326	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
327	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
327	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
23	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
23	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
26	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
26	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
27	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
27	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
28	Expendable Property System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
41	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
41	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
41	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
41	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
461	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
461	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
464	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
464	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
466	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
466	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
466	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
467	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
467	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
472	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
472	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
472	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
472	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
473	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
473	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
473	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
340	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
340	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
350	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
350	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
350	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
350	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
422	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
422	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
445	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
445	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
386	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
386	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
386	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
390	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
390	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
392	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
392	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
392	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
392	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
402	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
402	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
372	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
372	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
373	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
373	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
384	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
384	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
384	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
384	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
396	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
396	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
468	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
468	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
401	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
401	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
415	Expendable (Supplies) Requests	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
502	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
502	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
516	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
516	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
516	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
516	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
517	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
517	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
530	Expendable Property Data Base	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
80	Expendable Property Management System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
85	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
85	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
85	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
87	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
87	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
99	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
99	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
99	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
99	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
101	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
101	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
101	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
106	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
106	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
108	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
108	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
109	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
109	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
110	EXO Applications	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
113	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
113	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
113	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
113	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
115	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
115	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
115	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
116	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
116	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
120	Non-Expendable Property Management System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
121	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
121	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
121	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
121	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
123	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
123	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
125	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
125	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
125	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
545	PowerTerm	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
545	PowerTerm	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
547	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
547	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
549	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
549	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
549	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
552	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
552	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
552	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
556	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
556	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
475	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
475	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
475	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
476	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
476	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
478	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
478	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
479	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
479	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
479	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
481	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
481	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
481	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
481	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
487	EXO Applications	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
126	Expendable Supplies System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
142	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
142	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
148	Electronic Certification System - Bangkok	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
148	Electronic Certification System - Bangkok	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
149	PowerTerm	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
149	PowerTerm	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
160	Non-Expendable Property Management System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
163	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
163	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
163	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
163	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
166	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
166	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
168	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
168	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
168	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
170	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
170	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
171	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
171	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
171	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
173	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
173	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
173	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
173	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
174	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
174	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
178	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
178	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
178	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
181	EXO Applications	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
185	EXO Applications	Semi-Formal	Communication Tool	Agency Business Management	Manage	Communications Management
185	EXO Applications	Semi-Formal	Communication Tool	Agency Business Management	Execute	Communications Administration
186	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
186	Windows Automated Cashiering System	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
421	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
421	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
421	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
427	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
427	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
427	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
427	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
428	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
428	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
439	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
439	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
439	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
442	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
442	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
460	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
460	PowerTerm InterConnect for Windows	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
359	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
359	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
359	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
359	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
360	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
360	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
360	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
362	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
362	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
362	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
196	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
196	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
196	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
198	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
198	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
199	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
199	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
211	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
211	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
221	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
221	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
222	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
222	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
222	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
224	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination Resource Deployment
224	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
230	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
230	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
232	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
232	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
232	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
309	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
309	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
309	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
309	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
312	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
312	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
244	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
244	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
248	Non-Expendable Property Management System	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
335	Expendables	Semi-Formal	Acquisition Tool	Activity Execution	Execute	Resource Deployment

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
296	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
296	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
296	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
298	EXO Applications	Semi-Formal	Communication Tool	Agency Business Management	Manage	Communications Management
298	EXO Applications	Semi-Formal	Communication Tool	Agency Business Management	Execute	Communications Administration
281	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
281	USAID Annual Report	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
283	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
283	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
283	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
283	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
284	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
284	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
287	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
287	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
287	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
289	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
289	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
289	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
290	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
290	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
251	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
251	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
251	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
252	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
252	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
253	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
253	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
254	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
254	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
258	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
258	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination
258	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
258	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
261	TraiNet	Semi-Formal	Training Tool	Knowledge for Development	Execute	Competency Area Development
261	TraiNet	Semi-Formal	Training Tool	Agency Business Management	Manage	Human Capital Management
262	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
262	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
267	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
267	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
267	American Electronic Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
268	Windows Automated Cashiering System	Semi-Formal	Accounting Tool	Agency Business Management	Manage	Financial Management
268	Windows Automated Cashiering System	Semi-Formal	Accounting Tool	Agency Business Management	Execute	Finance Administration
269	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
269	Bar Scan	Semi-Formal	Property Management Tool	Activity Execution	Execute	Resource Deployment
271	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
271	Electronic Certification System - Charleston	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
272	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Manage	Financial Management
272	Electronic Certification System - Kansas	Semi-Formal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
275	Professional Document System	Semi-Formal	Acquisition Tool	Activity Execution	Plan	Acquisition & Assistance Planning
275	Professional Document System	Semi-Formal	Acquisition Tool	Program Operations	Execute	Acquisition & Assistance Coordination

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
275	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
275	Professional Document System	Semi-Formal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
276	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
276	Gelco Travel Manager	Semi-Formal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
278	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
278	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
278	Windows Time and Attendance	Semi-Formal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration

Mapping of USAID Business Capabilities against USAID Informal Applications

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
378	U.S. PSC Payroll System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
379	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
379	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
379	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
380	U. S. Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
380	U. S. Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
380	U. S. Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
414	AID Travel	Informal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
414	AID Travel	Informal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
286	MacsView	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
286	MacsView	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
9	Correspondence and Record System	Informal	Communication Tool	Activity Execution	Execute	Activity Administration
10	Directives Management U.S. Department of State e-Forms	Informal	Data Repository	Program Design	Manage	Program Guidance
10	Directives Management U.S. Department of State e-Forms	Informal	Data Repository	Program Operations	Manage	Program Governance
14	International Cooperative Administrative Support Services	Informal	Financial Management Tool	Activity Execution	Execute	Activity Administration
15	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
18	Request Forms	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
47	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
48	Macromedia HomeSite	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
48	Macromedia HomeSite	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
55	Track-It	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
56	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
56	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
57	Microsoft Access	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
58	Microsoft Excel	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
59	Microsoft Internet Explorer	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
60	Microsoft Outlook	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
61	Microsoft PowerPoint	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
62	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
62	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
62	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
62	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
63	Microsoft Software Update Services	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
64	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
65	Microsoft Word	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
67	Network Associates ePolicy Orchestrator	Informal	Anti Virus Tool	Internal Technical Support	Execute	Technical Support Service Delivery
68	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
70	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
71	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
72	SPSS for Windows	Informal	Data Manipulation Tool	Activity Execution	Execute	Activity Administration
72	SPSS for Windows	Informal	Data Manipulation Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
73	Antigen	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
323	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
324	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
328	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Manage	Communications Management
328	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Execute	Communications Administration
329	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
329	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
329	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
330	One-Write Plus	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
330	One-Write Plus	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
331	Macromedia HomeSite	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
331	Macromedia HomeSite	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
332	ColdFusion Server	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
332	ColdFusion Server	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
21	1221 Reconciliation	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
21	1221 Reconciliation	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
22	Automatic Information Technology Tracking Sys	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
24	Dependants and Cascade System	Informal	Miscellaneous	Agency Business Management	Manage	Human Capital Management
25	Document In-Out Tracking System	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
29	Funds Available	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
30	IT Technical Support Tracking System	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
30	IT Technical Support Tracking System	Informal	IT Management Tool	Agency Business Management	Execute	Information Systems and Technology Administration
31	Labels	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
31	Labels	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
31	Labels	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
32	Long Distance Tracking System	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
33	MACS LOG	Informal	Communication Tool	Agency Business Management	Manage	Financial Management
33	MACS LOG	Informal	Communication Tool	Agency Business Management	Execute	Finance Administration
34	MACS RECONCILIATION	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
34	MACS RECONCILIATION	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
37	Payroll US Personnel Service Contract	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
37	Payroll US Personnel Service Contract	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
38	Performance Appraisal Report	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
38	Performance Appraisal Report	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
39	Personnel Management System	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
39	Personnel Management System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
40	Personnel Office Application System	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
40	Personnel Office Application System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
42	Retirement System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
43	Security Directory Information System	Informal	Miscellaneous	Agency Business Administration	Manage	Security Management
44	Security Visitor's Logging System	Informal	Miscellaneous	Agency Business Administration	Execute	Facilities Administration
45	Travel Manager System	Informal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
45	Travel Manager System	Informal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
46	W2000 LOG	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
404	Budget Management System	Informal	Financial Management Tool	Program Operations	Manage	Program Funding/ Resource Coordination
404	Budget Management System	Informal	Financial Management Tool	Agency Business Operations	Manage	Financial Management
404	Budget Management System	Informal	Financial Management Tool	Agency Business Operations	Execute	Financial Administration
462	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
463	CorelDraw	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
465	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
469	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
470	International Cooperative Administrative Support Services	Informal	Financial Management Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
471	MacsView	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
471	MacsView	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
488	WinFax Pro	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
488	WinFax Pro	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
490	Payroll	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
490	Payroll	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
495	Personnel Information System	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
495	Personnel Information System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
496	General Services Management System	Informal	Document Management Tool	Activity Execution	Execute	Activity Administration
498	Municipal Infrastructure Services Management Information System	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
342	Microsoft Excel	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
343	Microsoft Outlook	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
344	Microsoft PowerPoint	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
345	Microsoft Word	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
354	Scheduling, Tracking, Analysis and Reporting System	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
355	PersonnelRCSA	Informal	MS Office Tool	Agency Business Management	Manage	Human Capital Management
355	PersonnelRCSA	Informal	MS Office Tool	Agency Business Management	Execute	Human Capital Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
356	Post Administrative Software Suite	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
356	Post Administrative Software Suite	Informal	Property Management Tool	Activity Execution	Execute	Activity Administration
356	Post Administrative Software Suite	Informal	Property Management Tool	Agency Business Management	Manage	Financial Management
356	Post Administrative Software Suite	Informal	Property Management Tool	Agency Business Management	Execute	Finance Administration
357	RCSA Procurement Tracking System	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
419	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
424	CorelDraw	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
426	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
430	Microsoft Front Page	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
435	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
436	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
441	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
446	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
446	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
446	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
446	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
451	McAfee ePolicy Orchestrator	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
452	WS_FTP	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
452	WS_FTP	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
453	PaperPort Deluxe	Informal	Document Management Tool	Knowledge for Development	Manage	Knowledge Lifecycle Administration
453	PaperPort Deluxe	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
455	HP Web Jetadmin	Informal	IT Management Tool	Agency Business Management	Execute	Information Systems and Technology Administration
456	Norton Ghost	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
458	Michaelis Dictionary	Informal	Multimedia Tool	Agency Business Management	Execute	Communications Administration
489	Aurélio século XXI	Informal	Multimedia Tool	Agency Business Management	Execute	Communications Administration
491	JetForm FormFlow Filler	Informal	Multimedia Tool	Activity Execution	Execute	Activity Administration
491	JetForm FormFlow Filler	Informal	Multimedia Tool	Agency Business management	Execute	Communications Administration
492	CardScan	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
493	Cyberlink PowerDVD	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
499	RegSearch	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
500	Smart Label	Informal	Multimedia Tool	Agency Business Management	Execute	Communications Administration
385	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
387	Adobe PageMaker	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
389	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
391	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
394	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
394	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
395	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
397	MacsView	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
397	MacsView	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
407	InfoForms	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
358	PerfectDisk for Exchange	Informal	IT Management Tool	Agency Business Management	Manage	Human Capital Management
358	PerfectDisk for Exchange	Informal	IT Management Tool	Agency Business Management	Execute	Human Capital Administration
364	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
365	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
365	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
365	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
365	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
366	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
367	Macromedia Studio Plus	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
367	Macromedia Studio Plus	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
368	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
369	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
370	Retina Network Security Scanner	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
371	Diskeeper Pro	Informal	Miscellaneous	Internal Technical Support	Execute	Technical Support Service Delivery
377	Quick View Plus	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
388	Antigen	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
393	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
399	Microsoft Exchange Server	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
400	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
403	Cash Request	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
403	Cash Request	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
405	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
405	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
405	FSN Time and Attendance - CAR	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
406	Correspondence Document Tracking	Informal	Communication Tool	Activity Execution	Execute	Activity Administration
408	FSN Payroll - CAR	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
409	Cost of Living Allowance Calculator	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
410	Lingvo Dictionary	Informal	Multimedia Tool	Agency Business Management	Execute	Communications Administration
411	Local Telephone Book	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
411	Local Telephone Book	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
412	Work Order System - CAR	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management
412	Work Order System - CAR	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
413	AID Travel	Informal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
413	AID Travel	Informal	Travel Management Tool	Program Operations	Execute	Resource Mobilization

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
416	Jurist Database	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
417	USDH, USPSC and Attendance Sheet	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
417	USDH, USPSC and Attendance Sheet	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
417	USDH, USPSC and Attendance Sheet	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
501	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
503	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
503	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
504	ARC View Geographical Information System	Informal	Data Repository	Knowledge for Development	Execute	Knowledge Lifecycle Administration
504	ARC View Geographical Information System	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
505	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
506	McAfee ePolicy Orchestrator	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
507	Macromedia Flash	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
507	Macromedia Flash	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
508	Macromedia FreeHand	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
508	Macromedia FreeHand	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
509	Adobe Illustrator	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
510	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
510	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
510	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
510	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
511	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
512	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
513	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
514	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
515	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
518	Adobe PageMaker	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
519	Paint Shop Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
520	Microsoft Visual Studio	Informal	IT Management Tool	Activity Execution	Execute	Activity Administration
521	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
522	Macromedia Fireworks	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
522	Macromedia Fireworks	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
523	Norton Ghost	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
524	Web Jetadmin	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
525	Lotus SmartSuite	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration
526	Automated Directives System	Informal	Data Repository	Program Design	Manage	Program Guidance
527	Directives Management U.S. Department of State e-Forms	Informal	Data Repository	Program Design	Manage	Program Guidance
527	Directives Management U.S. Department of State e-Forms	Informal	Data Repository	Program Operations	Manage	Program Governance
528	Inforegs	Informal	Data Repository	Program Design	Manage	Program Guidance
528	Inforegs	Informal	Data Repository	Program Operations	Manage	Program Governance

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
529	Contracts Data Base	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
529	Contracts Data Base	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
531	Financial Vouchers Tracking Database	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
531	Financial Vouchers Tracking Database	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
532	Human Resources Office Database	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
532	Human Resources Office Database	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
533	Kit Environmental Review	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
319	Adobe PageMaker	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
320	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
320	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
76	Audit Tracking System	Informal	Accounting Tool	Activity Execution	Manage	Activity Management
76	Audit Tracking System	Informal	Accounting Tool	Activity Execution	Manage	Activity Performance Management
76	Audit Tracking System	Informal	Accounting Tool	Activity Execution	Execute	Activity Administration
76	Audit Tracking System	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
76	Audit Tracking System	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
77	Bill for Collection Log	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
77	Bill for Collection Log	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
78	Control Log Database	Informal	Document Management Tool	Knowledge for Development	Execute	Knowledge Lifecycle Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
78	Control Log Database	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
79	Document Tracking System - Santo Domingo	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
81	Payroll Database	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
81	Payroll Database	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
82	Personnel Database	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
82	Personnel Database	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
83	Work Order Tracking System	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management
316	Personnel Data System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
317	Supplies Control	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
84	Accruals	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
84	Accruals	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
86	Arrivals	Informal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
86	Arrivals	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
88	Commodity Import Program	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
89	DIC Library Information System	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
90	FSN Personnel Management System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
91	Egypt's Internet Web Site	Informal	Miscellaneous	Agency Business Management	Execute	Communications Administration
92	Egypt Intranet Web Site	Informal	Miscellaneous	Agency Business Management	Execute	Communications Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
93	Lotus Domino Databases	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration
94	Management Information System	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration
94	Management Information System	Informal	Miscellaneous	Knowledge for Development	Execute	Knowledge Life Cycle Administration
97	Peach Tree Complete Accounting	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
97	Peach Tree Complete Accounting	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
98	Planned Expenditures	Informal	Financial Management Tool	Agency Business Management	Plan	Budgeting
98	Planned Expenditures	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
98	Planned Expenditures	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
100	Special Account	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
100	Special Account	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
102	Training System	Informal	Training Tool	Knowledge for Development	Execute	Competency Area Development
102	Training System	Informal	Training Tool	Agency Business Management	Manage	Human Capital Management
103	ECS/CIB Trust Fund	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
103	ECS/CIB Trust Fund	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
104	Vehicles	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
105	Waivers	Informal	Data Repository	Knowledge for Development	Execute	Technical reference and Knowledge Support
376	TDY Systems	Informal	Miscellaneous			
381	Partners System	Informal	Data Repository	Partnership Development	Manage	Partnership Coordination
381	Partners System	Informal	Data Repository	Partnership Development	Manage	Partnership Management
381	Partners System	Informal	Data Repository	Partnership Development	Execute	Partner Engagement
381	Partners System	Informal	Data Repository	Partnership Development	Execute	Partnership Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
382	Login System	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
383	NXP System	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
107	USAID Electronic Telephone Directory	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
111	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
112	National Health Management Information System	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
114	Agency Secure Image and Storage Tracking	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration
117	C&R Tracking using Lotus Approach	Informal	Miscellaneous			
118	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
122	Receiving and Inspection Report	Informal	Document Management Tool	Knowledge for Development	Manage	Knowledge Lifecycle Administration
122	Receiving and Inspection Report	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
124	Training	Informal	Training Tool	Knowledge for Development	Execute	Competency Area Development
124	Training	Informal	Training Tool	Agency Business Management	Manage	Human Capital Management
534	QuickBooks	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
535	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
536	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
538	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
539	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
540	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
541	Windows Media Player	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
542	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
543	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
544	WS_FTP	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
544	WS_FTP	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
546	Lingvo Dictionary	Informal	Multimedia Tool	Agency Business Management	Execute	Communications Administration
548	International Cooperative Administrative Support Services	Informal	Financial Management Tool	Activity Execution	Execute	Activity Administration
550	JetForm FormFlow Filler	Informal	Multimedia Tool	Activity Execution	Execute	Activity Administration
550	JetForm FormFlow Filler	Informal	Multimedia Tool	Agency Business management	Execute	Communications Administration
551	OfficeRecovery	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
553	Microsoft ActiveSync	Informal	Multimedia Tool	Internal technical Support	Execute	Technical Support Service Delivery
554	Wang Interchange Source Processor	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
554	Wang Interchange Source Processor	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
555	Cost of Living Allowance Calculator	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
557	Nero	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
561	Citrix MetaFrame	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
562	Intranet Quorum Citizen Relationship Management	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management
562	Intranet Quorum Citizen Relationship Management	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
285	Auction Tracking System	Informal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
285	Auction Tracking System	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
497	Foreign Service National Tracking System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
474	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
477	Microsoft Front Page	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
480	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
482	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
484	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
484	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
484	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
484	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
494	PenSoft Payroll	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
494	PenSoft Payroll	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
537	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
127	Partner Organization System	Informal	Data Repository	Partnership Development	Plan	Partnership Collaboration Strategic Planning
128	Personnel Management and Control System	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
128	Personnel Management and Control System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
129	Tracking Log System	Informal	Miscellaneous	Activity Execution	Execute	Resource Deployment
130	Visitor Log System	Informal	Miscellaneous	Internal Technical Support	Execute	Technical Support Service Delivery
131	Work Order System - Honduras	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
131	Work Order System - Honduras	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
132	Contract Log System	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
132	Contract Log System	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
133	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
134	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
135	Adobe Capture	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
136	Adobe Illustrator	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
137	Adobe PageMaker	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
138	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
139	Adobe Premiere	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
140	Automated Inventory Control System	Informal	Property Management Tool	Activity Execution	Manage	Logistics Coordination
140	Automated Inventory Control System	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
141	Veritas Backup Exec	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
143	Bill for Collection	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
143	Bill for Collection	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
144	Communication Tracking System	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
144	Communication Tracking System	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
145	CorelDraw	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
146	E-eye Retina VA Tool	Informal	IT Management Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
146	E-eye Retina VA Tool	Informal	IT Management Tool	Agency Business Management	Execute	Finance Administration
150	Director	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
151	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
152	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
153	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
154	Microsoft Visual Basic	Informal	IT Management Tool	Activity Execution	Execute	Activity Administration
156	Monarch Pro	Informal	Data Manipulation Tool	Activity Execution	Execute	Activity Administration
156	Monarch Pro	Informal	Data Manipulation Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
157	Microsoft Exchange Server	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
158	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
158	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
158	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
158	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
159	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Manage	Communications Management
159	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Execute	Communications Administration
161	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
162	Personnel Management System	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
162	Personnel Management System	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
164	Server Based Computing / Remote Authentication	Informal	Communication Tool	Internal technical Support	Execute	Technical Support Service Delivery

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
165	Antigen	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
167	Veritas Storage Replicator	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
169	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
172	InfoForms	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
175	Veritas Backup Exec	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
176	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
177	Visitor Information System	Informal	Miscellaneous	Internal Technical Support	Execute	Technical Support Service Delivery
179	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
180	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
182	FSN Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
182	FSN Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
182	FSN Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
183	US Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
183	US Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
183	US Time and Attendance	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
184	CONTACTS	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
325	Track-It	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
418	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
420	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
423	CorelDraw	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
425	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Manage	Communications Management
425	Macromedia Dreamweaver	Informal	Web Development Tool	Agency Business Management	Execute	Communications Administration
429	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
431	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
432	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
433	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
434	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
437	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
438	InfoForms	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
440	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
443	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
444	Microsoft PowerPoint	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
447	PrecisionScan Pro	Informal	Miscellaneous			
449	QuickBooks	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
450	SPSS for Windows	Informal	Data Manipulation Tool	Activity Execution	Execute	Activity Administration
450	SPSS for Windows	Informal	Data Manipulation Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
454	PaperPort Deluxe	Informal	Document Management Tool	Knowledge for Development	Manage	Knowledge Lifecycle Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
454	PaperPort Deluxe	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
457	Atlas GIS	Informal	Data Repository	Knowledge for Development	Execute	Knowledge Lifecycle Administration
457	Atlas GIS	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
459	Palm Desktop for Windows	Informal	Miscellaneous	Internal Technical Support	Execute	Technical Support Service Delivery
558	NetFusion	Informal	Miscellaneous			
559	MapSend WorldWide Basemap	Informal	Miscellaneous			
560	Veritas Backup Exec	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
361	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
363	Billing System	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
363	Billing System	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
375	Communications Tracking System - Morocco	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
375	Communications Tracking System - Morocco	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
187	CorelDraw	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
188	FileMaker Pro	Informal	IT Management Tool	Internal Technical Support	Execute	Technical Support Service Delivery
188	FileMaker Pro	Informal	IT Management Tool	Agency Business Management	Execute	Information Systems and Technology Administration
189	Microsoft Internet Explorer	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
190	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
191	Microsoft Outlook	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
192	VNC	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
193	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
194	ZetaFax	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
194	ZetaFax	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
195	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
197	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
200	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Management
200	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Manage	Activity Performance Management
200	DacEasy Accounting	Informal	Time and Attendance Tool	Activity Execution	Execute	Activity Administration
201	Easy CD Creator	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
202	FastLynx	Informal	Miscellaneous			
203	Microsoft Internet Explorer	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
204	PrecisionScan Pro	Informal	Miscellaneous			
205	MicroMain	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
205	MicroMain	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
206	Microsoft Access	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
207	Microsoft Excel	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
208	Microsoft Outlook	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
209	Microsoft PowerPoint	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
210	Microsoft Word	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
212	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
213	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
214	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
215	ARC View Geographical Information System	Informal	Data Repository	Knowledge for Development	Execute	Knowledge Lifecycle Administration
215	ARC View Geographical Information System	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
216	Communication and Records System	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
216	Communication and Records System	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
217	NEWVERN	Informal	Miscellaneous			
218	FedTax	Informal	Financial Management Tool			
225	Document Tracking System - Nicaragua	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
226	Employee's Database	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
226	Employee's Database	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
227	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
229	Stamps System	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
229	Stamps System	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
231	Visitors Access Request	Informal	Miscellaneous	Internal Technical Support	Execute	Technical Support Service Delivery
233	Work Order Management System	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management
233	Work Order Management System	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
234	HYENA	Informal	Miscellaneous			
235	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
236	Microsoft Exchange Server	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
237	Antigen	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
238	ARCserve 2000 Advanced Edition	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
239	ARCserve Backup Agent for MS Exchange	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
240	ARCserve Backup Agent for Oracle	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
241	ARCserve Backup Tape Library Option	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
242	Intranet Quorum Citizen Relationship Management	Informal	Document Management Tool	Activity Execution	Execute	Activity Administration
293	Adobe Acrobat Approval	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
299	InfoForms	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
301	McAfee VirusScan	Informal	Anti Virus Tool	Internal technical Support	Execute	Technical Support Service Delivery
302	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
304	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Planning
304	Microsoft Project	Informal	MS Office Tool	Activity Execution	Plan	Activity Logistics Planning
304	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Resource Deployment
304	Microsoft Project	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
307	Microsoft Visio	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
310	Real One Enterprise Desktop	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
311	OmniPage Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
313	WinZip	Informal	Document Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
243	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
245	Bid Process Control System	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
245	Bid Process Control System	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
246	Correspondence Control System	Informal	Communication Tool	Activity Execution	Execute	Activity Administration
247	Electronic Records Keeping	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
249	Purchase Order Registration	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
250	Regional Contracting Office Actions Control	Informal	Data Repository	Agency Business Management	Manage	Acquisition & Assistance Management
333	Hummingbird CyberDocs DocsFusion Server	Informal	Document Management Tool	Agency Business Management	Execute	Human Capital Administration
334	AMR Database	Informal	Miscellaneous	Activity Execution	Manage	Activity Management
334	AMR Database	Informal	Miscellaneous	Activity Execution	Manage	Activity Performance Management
334	AMR Database	Informal	Miscellaneous	Activity Execution	Execute	Activity Administration
336	IT Service Desk	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition & Assistance Management
336	IT Service Desk	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
337	MACS Email Assistant Tool	Informal	Communication Tool	Agency Business Management	Manage	Financial Management
337	MACS Email Assistant Tool	Informal	Communication Tool	Agency Business Management	Execute	Finance Administration
338	Mission Cable Log	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
339	Phone Charge	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
339	Phone Charge	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
292	Adobe Acrobat	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
294	Adobe GoLive	Informal	PDF Tool	Agency Business Management	Manage	Communications Management
294	Adobe GoLive	Informal	PDF Tool	Agency Business Management	Execute	Communications Administration
295	Adobe Photoshop	Informal	PDF Tool	Activity Execution	Execute	Activity Administration
303	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
305	Microsoft Publisher	Informal	Multimedia Tool	Activity Execution	Execute	Activity Administration
306	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Manage	Communications Management
306	Microsoft SQL Server	Informal	IT Management Tool	Agency Business Management	Execute	Communications Administration
308	Peach Tree Complete Accounting	Informal	HR/Payroll Tool	Agency Business Management	Manage	Human Capital Management
308	Peach Tree Complete Accounting	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Management
314	FSN Payroll Rwanda	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
315	FSN Health Expense	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
288	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration
291	Babylon-Pro	Informal	Multimedia Tool	Internal Technical Support	Execute	Technical Support Service Delivery
255	International Cooperative Administrative Support Services	Informal	Travel Management Tool	Activity Execution	Execute	Resource Deployment
255	International Cooperative Administrative Support Services	Informal	Travel Management Tool	Program Operations	Execute	Resource Mobilization
256	Microsoft Office	Informal	MS Office Tool	Activity Execution	Execute	Activity Administration

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
259	QuickBooks	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
260	Track-It	Informal	Property Management Tool	Activity Execution	Execute	Resource Deployment
263	VIP Payroll	Informal	HR/Payroll Tool	Agency Business Management	Execute	Human Capital Administration
264	ZetaFax	Informal	Communication Tool	Agency Business Management	Manage	Communications Management
264	ZetaFax	Informal	Communication Tool	Agency Business Management	Execute	Communications Administration
265	USAID CLEARANCE RECORDS AND INVESTIGATION SYSTEM	Informal	Miscellaneous	Agency Business Management	Execute	Human Capital Administration
266	Server Based Computing / Remote Authentication	Informal	IT Management Tool	Internal technical Support	Execute	Technical Support Service Delivery
398	Documentum eRoom	Informal	Document Management Tool	Knowledge for Development	Manage	Knowledge Lifecycle Administration
398	Documentum eRoom	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
280	Geographic Information System	Informal	Reporting Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
270	Contractor Data Base	Informal	Data Repository	Agency Business Management	Manage	Communications Management
270	Contractor Data Base	Informal	Data Repository	Agency Business Management	Execute	Communications Administration
277	Vendor DataBase	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management
277	Vendor DataBase	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
279	Work Order System - Honduras	Informal	Acquisition Tool	Agency Business Management	Manage	Acquisition and Assistance management
279	Work Order System - Honduras	Informal	Acquisition Tool	Agency Business Management	Execute	Acquisition & Assistance Administration
N/A	MACS Auxiliary Ledger	Informal	Accounting Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
N/A	MACS Auxiliary Ledger	Informal	Accounting Tool	Agency Business Management	Execute	Finance Administration
N/A	Documentum	Informal	Document Management Tool	Knowledge for Development	Execute	Technical Reference and Knowledge Support
N/A	Crystal Report	Informal	Reporting Tool	Internal Technical Support	Execute	Technical Support Service Delivery
N/A	Field Support Database	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
N/A	Field Support Database	Informal	Financial Management Tool	Activity Execution	Execute	Activity Administration
N/A	Field Support Database	Informal	Financial Management Tool	Program Design	Plan	Program Strategic Budgeting
N/A	E-Focus	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
N/A	E-Focus	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
N/A	Global Health Expenditure Database	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
N/A	Online Presidential Initiative Network	Informal	Data Repository	Activity Execution	Execute	Activity Administration
N/A	Online Presidential Initiative Network	Informal	Data Repository	Knowledge for Development	Execute	Knowledge Lifecycle Administration
N/A	Online Presidential Initiative Network	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
N/A	Red Light Green Light	Informal	Data Repository	Agency Business Management	Manage	Financial Management
N/A	Red Light Green Light	Informal	Data Repository	Knowledge for Development	Execute	Technical reference and Knowledge Support
N/A	Data Online for Population, Health and Nutrition	Informal	Data Repository	Knowledge for Development	Execute	Technical Reference and Knowledge Support
N/A	Financial Tracking System	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management

Track ID	Application Name	Formal / Semi-Formal / Informal	Application Category	Value Added Service	Management Level	Business Capability
N/A	Financial Tracking System	Informal	Financial Management Tool	Activity Execution	Execute	Activity Administration
N/A	Financial Tracking System	Informal	Financial Management Tool	Program Design	Plan	Program Strategic Budgeting
N/A	Financial Tracking System	Informal	Financial Management Tool	Program Operations	Manage	Program Portfolio Management
N/A	OYB Microsoft Excel – AFR Budgeting	Informal	Financial Management Tool	Agency Business Management	Plan	Budgeting
N/A	OYB Microsoft Excel – AFR Budgeting	Informal	Financial Management Tool	Agency Business Management	Manage	Financial Management
N/A	OYB Microsoft Excel – AFR Budgeting	Informal	Financial Management Tool	Agency Business Management	Execute	Finance Administration
N/A	OYB Microsoft Excel – AFR Budgeting	Informal	Financial Management Tool	Activity Execution	Execute	Resource Deployment

Appendix 14: References and Interviews

The following is a partial list of references associated with the EA effort.

- United States Department of State and United States Agency for International Development Joint Strategic Plan, Fiscal Years 2004 - 2009
- Federal Enterprise Architecture Program Management Office, *Business Reference Model Version 2.0 June 2003, Performance Reference Model Version 1.0 June 2003*
- National Security Strategy of the United States, September 2002
- USAID Knowledge for Development Strategy FY 2004 – 2008, July 2004
- USAID Strategy for Enterprise Architecture Development, Draft Final, September 2003
- USAID Business System Concept, Draft Final, July 15, 2003
- USAID President’s Management Agenda Goals for July 1, 2005, September 2004
- USAID Programming Policy, Automated Directive System, *Chapter 201-Planning, Chapter 202- Achieve, Chapter 203- Assessing & Learning*, January 2003, AEP-C-00-99-00034-00
- USAID HIV/AIDS Segment Enterprise Architecture, March 2004
- USAID Strategic Management – Interim Guidance, October 2004
- US Foreign Aid, Meeting the Challenges of the Twenty-first Century, January 2004

Interviews were conducted with numerous individuals from the following organizations:

Bureau for Management (M)

- Office of Financial Management/Controller’s Office (M/FM/CONT)
- Office of Acquisition and Assistance (M/AA)
- Office of Information Resource Management (M/IRM)
 - Telecommunication and Computer Operations (M/IRM/TCO)
 - Program Management Office (M/IRM/PMO)

Bureau for Policy and Program Coordination (PPC)

- Development Experience Information and Reference Services (PPC/DEI)
- Development Information Services (PPC/DIS)

Bureau for Legislative and Public Affairs (LPA)

- Public Information, Productions, and On-line Services Division (LPA/PIPOS)

Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA)

- Office of Transition Initiatives (DCHA/OTI)

Bureau for Economic Growth, Agriculture & Trade (EGAT)

- Office of Energy and Information Technology (EGAT/EIT)
 - Information Technology Team (EGAT/EIT/IT)

Bureau for Africa Bureau

- Office of Sustainable Development (AFR/SD)

Mission Executive Officers

- Guatemala
- Columbia
- Russia
- South Africa
- Honduras
- Bangladesh

Business Transformation Executive Committee (BTEC)

- Capital Planning and Investment Control (CPIC) Subcommittee

Appendix 15: Glossary

Key Term	Description
Agency Business Model	The business plan to which an agency adheres to accomplish its objectives. It lays down the fields in which the agency will operate, its budget, structure of relationship with stakeholders etc.
Capability	A measurable business function that enables USAID to provide one or more of its value added services (e.g., Contextual Analysis, or Knowledge Lifecycle Management). Each capability is comprised of definable processes, technologies, skills, and information required to successfully enable that capability.
Business Capability Map	A graphical representation of the specific capabilities that defines the uniqueness of an Agency, organized by value added services that an agency generates and the various management levels at which they are implemented.
Capital Planning Investment Control Process	An OMB mandated process for initiating / planning, selecting, controlling and evaluating capital investments so that they meet the Agency's business requirements.
Enterprise Architecture	The blue print for the agency to align its Information Technology resources with its mission and objectives
Environmental Analysis	A study of the operating environment to understand the competing and complementary wants, needs, and expectations of the stakeholders of an Agency.
External environment	The environment outside the Agency.
Functional Group	A group of functions that produces specific business results in support of USAID's overall business model (e.g., Performance Budgeting). Each Functional Group is a subset of capabilities found within the Business Capability Model.
HIV/AIDS Segment EA	The EA developed for the HIV/AIDS segment.
Joint Department of State – USAID Strategic Plan	A Joint Strategic Plan that lays out the long term vision of information technology collaboration between Department of State and USAID to further the foreign policy objectives of United States.
Knowledge for Development Strategy	The strategy to provide USAID with a network wide development and humanitarian assistance knowledge base that can be systematically and dynamically developed and used by communities (internal and external to USAID)
Management Level	The Business Capability Model is divided into three levels of management capabilities (i.e., those most associated with <i>planning</i> , management <i>control</i> , and <i>execution</i> of Agency services.)
Operating Environment	The business environment in which the Agency has to operate to achieve its mission and includes all partners, stakeholders and their corresponding objectives.
Overlay	A graphical depiction of specific analysis points within the Business Capability Model or of a Functional Group within it. For example, there are overlays that illustrate the Agency's current investments, and another that illustrates its current systems, each mapped against the overall Business Capability Model.
Value Added Service	One of the primary services USAID provides in order to fulfill its overall mission of development and humanitarian assistance (e.g., Program Design, and Knowledge for Development).

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Appendix 16: Acronyms

		EXO	Executive Officer
	- A -		- F -
A&A	Acquisition and Assistance	FDA	Food and Drug Administration
ADS	Automated Directive System	FEA	Federal Enterprise Architecture
AFR	Bureau for Africa	FM	Financial Management
AFR/SD	Bureau for Africa/ Office of Sustainable Development	FTE	Full Time Equivalent
		FY	Fiscal Year
ANE	Bureau for Asia and the Near East		- G -
AR	Annual Report	GC	General Counsel
ATA	Application and Technical Architecture	GDA	Global Development Alliance
	- B -	GEN	General
BCM	Business Capability Model	GH	Bureau for Global Health
BDS	Business Decision Support	GLO	Global Outreach
BRM	Business Reference Model	GOTS	Government Off the Shelf Software
BSM	Business Systems Modernization	GPRA	Government Relief & Result Act
BTEC	Business Transformation Executive Committee		- H -
	- C -	HHS	Health & Human Services
C&A	Certification and Accreditation	HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
CDC	Center for Disease Control and Prevention	HR	Human Resources
CIO	Chief Information Officer		- I -
CoP	Communities of Practice	IBM	International Business Machines
COTS	Commercial Off the Shelf Software	IG	Inspector General
CPIC	Capital Planning Investment Control	IQC	Indefinite Quantity Contract
CSF	Critical Success Factors	IRM	Office of Information Resources Management
CTO	Cognizant Technical Officer	ISSO	Information System Security Officer
	- D -	IT	Information Technology
DCHA	Bureau for Democracy, Conflict and Humanitarian Assistance		- J -
DCHA/OTI	Bureau for Democracy, Conflict and Humanitarian Assistance/ Office of Transition Initiatives	JAAMS	Joint Acquisition and Assistance Management System
DOC	Development Outreach & Communications Officers	JEA	Joint Enterprise Architecture
DoS	Department of State	JFMIP	Joint Financial Management Improvement Program
DRM	Data Reference Model	JFMS	Joint Financial Management System
	- E -	JICA	Japan International Cooperation Agency
E&E	Bureau for Europe & Eurasia	JMC	Joint Management Council
EA	Enterprise Architecture		- K -
EGAT	Bureau for Economic Growth, Agriculture and Trade	KfD	Knowledge for Development
EGAT/EIT	Bureau for Economic Growth, Agriculture and Trade/ Office of Energy and Information Technology		- L -
EGAT/EIT/IT	Bureau for Economic Growth, Agriculture and Trade/ Office of Energy and Information Technology/Information Technology Team	LAC	Bureau for Latin America and the Caribbean
E-Gov	Electronic Government	LAC/RSD/E	Bureau for Latin America and the Caribbean /Office of Regional & Sustainable Development/Environment Team
EIS	Executive Information System	LAN	Local Area Network
		LOE	Level of Effort
		LPA	Bureau for Legislative and Public Affairs
		LPA/PIPOS	Bureau for Legislative and Public Affairs/ Public Information, Productions, and On-line Services

	- M -		- S -
M	Bureau for Management	S/GAC	State/Global AIDS Coordinator
M/AA	Bureau for Management/ Office of Acquisition and Assistance	SARS	Severe Acute Respiratory Syndrome
M/FM/CONT	Bureau for Management/Office of Financial Management/Controller's Office	SLA	Service Level Agreement
M/IRM	Bureau for Management/Office of Information Resource Management	SOW	Statement of Work
M/IRM/PMO	Bureau for Management/Office of Information Resource Management/Program Management Office	SOW	Statement of Work
M/IRM/TCO	Bureau for Management/Office of Information Resource Management/ Telecommunication and Computer Operations	SRM	Service Component Reference Model
MACS	Mission Accounting and Control System		- T -
MAN	Metro Area Network	TCO	Telecommunications and Computer Operations
MCC	Millennium Challenge Corporation	TDS	Technical Decision Support
MPP	Mission Performance Plan	TDY	Temporary Duty
MTCT	Mother to Child Transmission	TRM	Technical Reference Model
	- N -		- U -
NFC	National Finance Center	UN	United Nations
NGO	Non Governmental Agency	USAID	United States Agency for International Development
NIST	National Institute of Standards and Technology	USAID/W	United States Agency for International Development/Washington Headquarters
NMS	New Management System	USDA	United States Department of Agriculture
NSA	National Security Agency	USG	United States Government
NSS	National Security Strategy		- V -
OE	Operating Expense	VAS	Value Added Services
OEO	Office of Equal Opportunity	VPN	Virtual Private Network
OIG	Office of the Inspector General		- W -
OMB	Office of Management and Budget	WAN	Wide Area Network
OSDBU	Office of Small and Disadvantaged Business Utilization	WARP	West Africa Regional Program
	- O -	WN&E	Wants, Needs & Expectations
PAR	Performance and Accountability Report		- X -
PART	Program Assessment Rating Tool		- Y -
PBB	Performance Based Budget		- Z -
PMA	Presidential Management Agenda		
PPC	Bureau for Policy and Program Coordination		
PRM	Performance Reference Model		
PRO	Procurement		
PSC	Personal Services Contractor		
PSIP	Procurement Systems Improvement Project		
PVO	Private Voluntary Organization		
	- Q -		
	- R -		