

**AusAID**  
**Online Action Plan**  
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The Australian  
Government's  
Overseas Aid  
Program

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## EXECUTIVE SUMMARY

This Action Plan describes how AusAID, the agency that manages the Australian government's overseas aid program, will identify, assess and implement online services in a manner consistent with the 'Government Online' strategy released by the Office for Government Online on 6 April 2000.

The strategies adopted by AusAID to ensure compliance with the Office for the Government Online are:

- Identify opportunities for online delivery of services
- Identify and overcome constraints to online service delivery
- Prioritise the implementation of new services
- Manage the development of new online services through a governance framework.

AusAID has conducted an 'audit of services' and has determined that most of its online service delivery options are already available online.

AusAID delivers all appropriate public forms and reports over the Internet. Most of these can be downloaded to print in a variety of file formats.

AusAID does not have carriage of any specific legislation and is therefore not required to assess the impact of the *Electronic Transactions Act 2000* (ETA) on the delivery of services required under such legislation. Note that the ETA applies only to those services required by statute.

An online governance framework exists to manage the development of online services. The AusAID Information Management Steering Committee (IMSC) is responsible for the approval of all online service implementation. A project team is responsible for the identification and assessment of online service delivery options and the preparation of policy and proposal documents for consideration by the IMSC.

Earlier constraints to online service delivery have been overcome though some remain including the availability of resources, especially in the area of IT, internal work practices and the legal uncertainty that surrounds some aspects of electronic service delivery.

AusAID has developed and implemented standards and guidelines that are consistent with those required by the Office for Government Online for the delivery of online services where these are not already available.

AusAID consults with the Department of Foreign Affairs and Trade (DFAT) and other departments as appropriate in the management of the aid program. These collaborations however are not intrinsic to the delivery of a specific external business service to the Australian public and provide little if any opportunities for further coordinated online service delivery.

# 1 AUSAID AND ONLINE SERVICE DELIVERY

## 1.1 About AusAID

AusAID is an administratively autonomous agency within the Foreign Affairs and Trade portfolio. It is responsible for the management of the official Australian Government's overseas aid program.

AusAID's core business is to serve the Government by advising on development issues and delivering Australia's development cooperation.

The bulk of the aid program involves the contracting out of activities ie. Projects, to Australian firms for implementation. Unlike other agencies AusAID is, in many ways, not a provider of services to the public but a consumer of services. It is a major Commonwealth agency in terms of 'contracting out'.

AusAID does not have carriage of any specific legislation.

In delivering the Australian government's overseas aid program AusAID provides the following specific services:

Stakeholder	Service
Minister, Parliamentary Secretary and Government	Program management to develop and deliver a high quality aid program Policy advice Communications support including correspondence, speeches, publications etc. Evaluation and reporting of the aid program
General public	Information provision about the program, including 'Info AusAID' Helpdesk support for requests for information Information on procurement opportunities and contract selection processes Audit of public monies
Industry	Tendering services (complex purchasing)
Non-Government Organisations	Grants and accreditation services
Tertiary institutions	Policy advice, consultation and sponsorship of foreign students
International aid donors	Policy advice Performance assessment
Developing countries	Information on aid program performance Consultation on development and implementation of the program.

Some areas of work in AusAID are conducted in consultation with other government departments eg. budget preparation, statistical services and program evaluation and

assessment, however there are no specific services that rely on a predictable and consistent collaborative relationships that could be enhanced through online delivery.

## 1.2 AusAID commitment to online services

AusAID is committed to meeting all of the objectives and obligations prescribed by the Office for Government Online for the implementation of online services.

This Online Action Plan identifies, consolidates and builds upon AusAID's current online service delivery activities and establishes a framework for future development.

It addresses services provided to people, organisations, businesses and government departments outside the agency, referred to as AusAID's stakeholders.

AusAID's online services will:

- supplement rather than replace traditional service delivery, though in some cases online delivery may be the predominant service delivery method
- improve the effectiveness and efficiency of service delivery
- be user focussed, and employ those delivery channels most appropriate to stakeholders' needs.

Standards and guidelines have been developed to ensure a common approach across government to the delivery of online services and to ensure that services are delivered effectively and efficiently and in accordance with Commonwealth legislation.

## 1.3 Methodology of 'Services Audit'

AusAID undertook an audit of services using semi-structured interviews with senior management. This included an audit of services that are, or could be placed online, all forms and applications that are or could be placed online, identification of legislation for which AusAID is responsible or bound, and the identification of services that are delivered in collaboration with other Commonwealth departments or agencies.

## 1.4 Strategies for implementation

The following strategies have been adopted to ensure that AusAID provides appropriate electronic service delivery to stakeholders.

### *1 Identify opportunities for online delivery of services*

- Identify all the services that AusAID currently provides in support of its business objectives
- Assess and prioritise services for implementation as online services based on sound business analysis and using a consultative process

### *2 Identify and overcome constraints to online service delivery*

- Identify those constraints that need to be overcome in order to implement online service delivery
- Identify those constraints that need to be addressed on a case by case basis

### *3 Prioritise the implementation of new services*

- Coordinate the implementation of online services within AusAID, if required

#### *4 Manage the development of online services through an online governance framework.*

- Develop a framework for assessing future opportunities
- Develop an ongoing review and continuous improvement process.

### **1.5 Key Result Areas**

The above strategies are aimed at achieving the following key result areas:

- Effective management of electronic service delivery
- Efficient use of resources in electronic service delivery
- Improved client services

### **1.6 Outputs**

The following outputs arise from the implementation of the above strategies:

- List of current online services
- List of potential online services
- List of constraints on implementation
- Actions required to overcome constraints
- Work schedule for implementation
- Criteria for assessment of online opportunities
- Governance framework for management of electronic service delivery
- Evaluation and review process

This Action Plan describes the outputs arising from the implementation of the above strategies.

## 2 ONLINE SERVICES

This section identifies services currently available online, services that may be placed online in the future and services that are inappropriate for online delivery.

### 2.1 Services currently online

AusAID provides the following online services.

a) *Payments*

AusAID makes direct credits into claimant bank accounts where claimants so choose. Claimants may be external business organisations or internal staff.

b) *Remittance advice*

Claimants in receipt of direct credits are advised via facsimile or email of their remittance details using a highly automated process.

c) *List of current tenders and provision of tender documentation*

This online information service for Australian business provides a list of all current tender opportunities with AusAID. Tender documentation is also accessible online. Note that this is not simple procurement but tenders for project design and project delivery outside Australia.

d) *Notification of upcoming tenders*

The AusAID Future Tender Opportunities system informs individuals and companies of future contracting/tendering opportunities, enabling the business community to better prepare tender proposals for assessment by AusAID.

e) *Notice of short listed tenderers*

This provides business contractors with a list of shortlisted candidates for specific tenders.

f) *Consultants Register*

The AusAID Consultants Register is an internal database of individual consultants seeking small scale, short-term work on Australian Government development cooperation projects. The register also identifies consultants prepared to serve on AusAID Technical Assessment Panels (TAPs). Access to this service is by password.

g) *ConsultNet*

AusAID produces an email newsletter for subscribers to advise them of current and forthcoming issues of relevance to AusAID's business consultants and contractors.

h) *Applications for employment*

Applications for all positions within AusAID can be submitted online. The service is available to all members of the public. Submissions account for approximately 25% of all recruitment applications.

i) *Selection exercise advice system*

The implementation of a new online selection exercise advice system has been added to the 'Working for AusAID' area of the Internet site. The system provides the interested members of the public with up-to-date information on the current status of individual recruitment exercises within AusAID ie interviewing, shortlisting etc, the names of Panel Chairs and, in the case of generic rounds, the location of individual positions as these become known.

j) *Electronic delivery of forms and submissions*

All forms used for accessing AusAID's services or related programs are available online for download to print. These are used predominantly within the Non-Government Cooperation Program as well as through the Business area of the Internet site. Other forms include submissions associated with funding opportunities such as the Asia Pacific Economic Cooperation (APEC) Support Program, International Seminar Support Scheme and the South East Asia Regional Program.

k) *Online subscription form for Focus Magazine*

A facility to register an online subscription for Focus– AusAID's free flagship magazine is now available on the Internet site.

k) *Primary Information Resources*

The AusAID Internet site houses two major information resources vital to AusAID's operation.

The 'NGO Package of Information' is the primary reference for the NGO Section of AusAID. The resource is widely used by Non-Government Organisations that choose to access Australian Government tax concessions and AusAID-NGO funding schemes.

AusGUIDE provides an operational framework for the implementation of the AusAID Activity Management cycle and a set of analytical tools, report formats, detailed guidelines and quality criteria to promote best practice. The resource is used by internal AusAID staff and external contractors who contribute to the delivery of the aid program.

l) *Lessons Learned database*

A 'Lessons Learned Database' is maintained for use by external contractors and internal staff. It provides a knowledge management system that captures the knowledge and experience gained in the delivery of the overseas aid program.

m) *General information provision*

General information provision on media releases, corporate publications, country information, and 'how to' information relevant to a number of areas of AusAID's operations are available online. Important information is also provided to young



Australians on the Australian Youth Ambassadors for Development Program and to the Australian public and overseas students on the Australian Development Scholarships Program.

n) *Helpdesk*

AusAID maintains an online public information service, InfoAusAID. This Helpdesk service is supported by a telephone enquiry line.

o) *Statistical Services*

The provision of statistical information on all aspects of the aid program is available online via an online statistical request form. The provision of statistical data is a significant output of AusAID and is used by international donor partners, governments, Australian parliament, researchers and other interested stakeholders.

p) *Global Education*

The Global Education Program Internet site provides Australian teachers with curriculum materials that focus specifically on Australian aid projects.

q) *Student Information Management System (SIMS)*

The Student Information Management System supports the contracting out to Australian education institutions of the Australian Development Scholarships Program. This system has restricted access and contains information on student background, study program, visa details, course results, and progress reports. Information has been exchanged between AusAID and educational institutions via diskette and email. This system is currently under review.

## 2.2 **Future online services**

The following projects have been identified as potential future online delivery.

a) *DataMart*

DataMart is a project designed to produce statistical summaries. The system is intended for internal use only, however the availability of these statistical summaries will enable more current statistical information to be provided to the public via the Internet site and other traditional forms of distribution.

It is expected that Datamart will be operational by December 2000.

b) *Simple Procurement*

Options for simple procurement ie online purchasing, are being considered. AusAID could undertake simple procurement of goods online, however such procurement is a relatively small part of AusAID's overall procurement activities. Suppliers capable of providing web-based services will need to be identified. Such suppliers will need to provide systems accessible with a browser and that have the capacity to provide some management reporting facility. It should not be necessary for AusAID to implement additional systems software or hardware requirements. It is expected that relatively simple procurement of services, mainly from contractors under existing contracts, could also be undertaken, without risk or resource implications, in an online

environment. The development of future simple procurement options in AusAID will continue in conjunction with whole of government developments in this area.

c) *Submission of forms online*

AusAID has a number of forms that are used to help administer the overseas aid program. These are all available from the AusAID Internet site as downloads. This service will be extended to include online form submission, allowing stakeholders to submit forms directly to AusAID via the Internet.

It is expected that these forms will be submitted online before December 2001.

d) *AusAID Photolibrary online*

An online photolibrary is under development. This will provide external stakeholders such as designers and contractors and internal staff posted overseas with access to images of the aid program, AusAID logos and other electronic images of special interest.

e) *Submission of Tenders*

The majority of contracts managed by AusAID focus on the design or implementation of aid projects. The value of contracts awarded each year is about \$600 million.

A large part of the contracting process is undertaken online - Requests for Tender are published online and in the press, and tenderers can download all tender documentation from the Internet site.

The receipt of tenders online does however pose some major challenges for AusAID. These issues include the technical feasibility of submitting non-standard technical documentation, additional costs vs. benefits and security of transmission. It is not evident that there would be cost efficiencies to AusAID from online submission of tenders and it is likely that the existing system ie. manual paper based, would probably have to be maintained for a transition period of several years so adding further complexity to AusAID's business processes.

AusAID will continue to monitor pilot programs currently being trialled by the Office for Government Online and liaise with those agencies engaged in these programs.

## **2.3 Services inappropriate for online delivery**

The following services were identified in the AusAID 'Audit of Services' as worthy of consideration for online delivery, however implementation has been determined to be not appropriate.

a) *Scholarship Applications*

Australian educational institutions are contracted by AusAID to provide education and support services to over 3,000 sponsored students from 49 developing countries.

Applications for scholarships are accompanied by documentation to confirm previous academic achievement of applicants and in some instances endorsement by partner governments. In many cases previous study has taken place outside Australia. It is currently not feasible to obtain this information electronically nor is it possible to dispense with the documentation of previous academic achievement because of the

likelihood of incorrect claims. Application forms may be placed online as samples only ie. not to be downloaded for use.

b) *Publishing of all Project Design and Feasibility Studies*

The placement of all project design documentation, including feasibility studies, prior to Australian Government or Partner Government agreement to proceed, may mislead stakeholders regarding the formal level of commitment to proceed with the activity.

The final project design may be significantly different from the initial draft design. In the course of project implementation, the project components are often added or removed in response to changed circumstances in the partner country. Project Design Documents may not therefore be accurate descriptions of actual project designs after implementation has commenced.

There is a limited audience for this information. Documentation is made available to Partner Governments and research by the Australian public on specific projects is limited. The assessed level of demand does not match the relatively high cost of maintaining up-to-date project design documentation in a form suitable for publication on the AusAID Internet site.

### **3 CONSTRAINTS TO ONLINE DELIVERY**

The following have been identified as constraints to future online service delivery within AusAID.

#### **3.1 IT Infrastructure**

Significant demands are currently being made on the Information Technology Section.

The availability of IT resources is limited by:

- The consolidation of AusAID's IT infrastructure and Help Desk services into a Foreign Affairs portfolio service delivery
- An agency move from a client server system to a web environment for the delivery of AusAID's internal business applications.
- the implementation of internal work efficiencies requiring IT application development.

Strategies to strengthen AusAID's IT infrastructure are being implemented and include:

- A review of AusAID's network integrity with emphasis on external threats in order to ensure that AusAID meets the necessary security standards
- Improved web server capability in order to manage additional load requirements on those servers used for Internet delivery
- A recent redesign and upgrade of the AusAID Internet site to a dynamic database driven site to optimise performance and integrity as well as increase efficiencies in site management.

#### **3.2 Software Tools**

Further research and development may be required to implement tools for the storage and application of metadata. Further consideration will also need to be given to the development of an effective Internet site archiving process.

#### **3.3 Work practices**

The move to electronic service delivery will require a change in the work practices of staff. There is a need to increase staff awareness of the Internet as a publishing medium and to ensure that organisational structures and processes are in place to support online service delivery.

An internal communications strategy will be implemented to raise the profile of electronic service delivery, inform staff of relevant issues, and provide them with standards, guidelines and procedures necessary to ensure successful service delivery.

Modifications have been included in standard printing contract agreements to meet electronic publishing needs.

### 3.4 Resources

Branches are being encouraged to develop a business case for new online service options in collaboration with AusAID's e-business project team. New developments are being assessed to ensure that resources allocated are adequately justified by improved service delivery and improved internal business functions.

There may also be a need for further development of AusAID's electronic record keeping tools for the capture of online electronic records and the development of processes to satisfactorily archive and retrieve information delivered over the Internet site.

### 3.5 Legal Status

The adoption of new technologies has given rise to questions at law in respect to online services. These uncertainties may impact upon the process of complex tendering under Australian law.

### 3.6 Strategies to minimise legal liability

A legal risk assessment of the Internet site will be undertaken to assess the liability risks associated with the delivery of online services. This legal risk assessment process will:

- Identify possible risks
- Assess the likelihood, consequences and seriousness of each risk.
- Devise and implement a risk minimisation strategy that minimises legal liability, this to include the use of copyright and disclaimers, authentication and adoption of privacy standards.

### 3.7 Standards and guidelines

The successful implementation of the Government Online Strategy requires Commonwealth departments and agencies to comply with minimum online requirements and standards to ensure a basic level of consistency and quality of service across Commonwealth websites.

AusAID has developed and implemented standards and guidelines to ensure the effectiveness, consistency and reliability of online services.

Regular liaison between the Internet Unit and contributors takes place to ensure consistency of approach in the application of standards across the AusAID Internet site.

#### a) *Information provision*

The Online Information Service Obligations administered by AusInfo require government departments and agencies to provide the public with access to a minimum obligatory standard of completeness of information. AusAID complies with the requirements.

b) *Metadata*

The Australian Government Locator Service (AGLS) Metadata Standard developed by the National Archives of Australia (NAA) requires that on-line information be described in a consistent and defined manner to support improved accessibility, indexing and cataloguing. The standard is designed to improve the visibility and accessibility of government online information and services.

AusAID has developed metadata application guidelines for its Internet site and online services that are consistent with the AGLS standard.

The AusAID Internet site has adopted the OECD Macrothesaurus for information processing and the development of metadata in conformity with AusAID's Library services.

AusAID is fully AGLS compliant.

c) *Accessibility to special groups*

Commonwealth departments and agencies are obliged by the *Disability Discrimination Act 1992* to ensure that online information and services are accessible to people with disabilities.

AusAID has developed guidelines based on the W3C Web Content Accessibility Guidelines 1.0 and the Human Rights and Equal Opportunity Commission's Working Paper on Web Accessibility to ensure the accessibility of its online services for those with disabilities. In addition a number of modifications have been made to the site to ensure compliance with W3C standards.

The Internet site currently meets Priority 3 standards in accordance with active validation by 'Bobby' compliance testing.

d) *Authentication and currency*

Information provided on the AusAID Internet site must be current and authoritative. AusAID has prepared and implemented standards to ensure the authenticity, accuracy and currency of information available online.

e) *Record keeping and archiving*

Commonwealth websites contain and generate records, and as a form of publication they are also considered to be records in themselves. Under the Archives Act 1983 Commonwealth agencies have legal obligations regarding the proper retention and disposal of Commonwealth records, including web-based records.

AusAID has engaged a consultant to develop a set of records/information management tools in accordance with the NAA's recently released e-permanence standards. These will include a business classification scheme, record titling functions thesaurus and a records disposal authority for business records.

Guidelines will be developed and documented to ensure that AusAID continues to conform to this standard.

Procedures will also be developed to ensure appropriate archiving and retrieval of the Internet site.

f) *Privacy*

It is the responsibility of Commonwealth departments and agencies to ensure that their websites comply with the *Privacy Act 1988*.

AusAID complies with the guidelines published by the Australian Privacy Commissioner. These guidelines cover openness, collection of personal information, security of personal information and publishing personal information.

The documentation and distribution of privacy standards to sub-site managers will ensure that the implementation of future online services continue to incorporate privacy requirements.

g) *Security*

AusAID will devise an Information Systems Security Policy and implement plans to ensure that systems and their data are appropriately protected in accordance with the requirements of the Protective Security Manual (PSM) issued by the Protective Security Coordination Centre within the Attorney-General's Department and ASCI-33 from the Defence Signals Directorate.

A network integrity strategy has been established in order to have the network meet the "In-Confidence High" standard. To implement the strategy and maintain the standard, regular reviews of the network are being undertaken by independent and qualified security consultants. The initial review focused on external threats to network integrity. AusAID now meets this standard.

### 3.8 **Strategies for implementing standards**

The following broad strategies will be implemented to ensure that online services continue to meet required standards:

- Identify all standards and guidelines recommended for adoption by the Office for Government Online
- Review the AusAID Internet site and network to assess current compliance levels
- Implement changes as required.

In addition AusAID has produced a single comprehensive 'Standards and Guidelines' document for use in the development of all future online service delivery options.

#### 4 IMPLEMENTATION OF SERVICES

The following list identifies the broad tasks to be completed under the Government online strategy and the expected completion dates for these initiatives.

A detailed work plan for the implementation of these services and initiatives can be found at Appendix 1.

<b>Tasks for Implementation</b>	<b>Commence date</b>	<b>Completion date</b>
Online information obligations	Apr 00	June 00
Payments – electronic	Apr 00	Aug 00
Online Action Plan	Aug 00	Sep 00
Remittance advice	Apr 00	Sep 00
Security compliance	May 00	Oct 00
Authentication – PKI	Jul 00	Dec 00
Electronic publishing and record keeping guidelines	Oct 00	Dec 00
Metadata Standards	Jul 00	Dec 00
Accessibility compliance	Apr 00	Dec 00
Privacy compliance	Apr 00	Dec 00
Form submission	Nov 00	Dec 01
Datamart	May 00	Dec 01
E – procurement (simple)	Mar 01	Nov 01
Photolibrary service online	Feb 2001	July 2001
Tender submission (complex)	To be determined	To be determined
Reporting to OGO	As required	As required
Joint initiatives	N/a	N/a
Consultation with clients	See projects	See projects



## 5 GOVERNANCE, EVALUATION AND IMPROVEMENT

The following section describes the management framework adopted by AusAID to assess and manage new online service options and the steps taken to maximise the effectiveness of services delivered online.

### 5.1 Governance framework for online service delivery.

The AusAID Information Management Steering Committee (IMSC) has overall responsibility for the implementation of electronic service delivery within AusAID.

A project team is responsible for the coordination and review of online service development and the drafting of policy for consideration by the AusAID Executive through the IMSC.

Owners of new online projects are required to prepare a business case for consideration and approval by the IMSC before project implementation. Projects are assessed against established criteria and, if approved, are implemented in consultation with branch owners, the project team and stakeholders.

### 5.3 Criteria for Assessment

The following criteria are used to assess new electronic service delivery options within AusAID:

- Extent to which online service delivery provides a better service
- Extent to which online service delivery can improve business processes
- Technical feasibility
- Multiple uses for system
- Size of client base
- Cost benefit and risk analysis
- Government priorities

### 5.4 Evaluation of Services

#### 5.4.1 *Statistics collection*

The AusAID Internet site user logs provide data on user demographics, visitor entry and exit points, activity statistics and access to online resources. This data is collected on a monthly basis. A further detailed analysis of this data will be undertaken biannually by an external marketing consultant to provide comparative and projected usage trends as well as provide future recommendations aimed at maximising the Internet site's efficiency of operation.

Various other statistical data is collected for accountability and planning purposes including number of site errors, number of online requests for information, number of documents published and turn around times for document publication.

#### 5.4.2 *Feedback mechanisms*

Internet sub-sites that serve specific business functions undertake regular consultation with professional peak bodies where an opportunity is provided to comment on the quality of services offered by AusAID.

AusAID regularly meets with business groups and the community through its 'Access AusAID' seminars and the Private Sector Contractors Group.

AusAID's online Helpdesk service, InfoAusAID, also provides a mechanism for the public to request information and provide feedback on the administration of the overseas aid program.

Feedback on the AusAID Online Action Plan is invited via a specifically designed feedback page accessible from Key Resources in the All about AusAID area of the Internet site. The revised March 2001 edition and the earlier September 2000 edition are available along with a summary of revisions page.

#### *Internet development and review*

#### 5.4.3 *Review timetables*

An annual review of all AusAID online services will be undertaken to ensure that they continue to meet required Government standards and provide a useful and efficient service to stakeholders. This review timetable will be developed in conjunction with other scheduled management review processes.

#### 5.4.4 *Plans for systems enhancements*

AusAID undertakes a program of continuous improvement in the development of its internal management software applications. The Activity Management System that underpins the Agency's activity operation is enhanced to offer new functionality to AusAID staff in response to external influences or to provide productivity increases identified by the agency. Further improvements in its operation may also lead to improved services to stakeholders.

#### 5.4.5 *Internet development and review*

The AusAID internet site was recently redesigned as a database driven site in response to an external review of the site undertaken in 1999. This, in conjunction with a restructure of the site's information architecture has resulted in improved performance and user friendliness of the site and improved efficiencies in site management.

The Global Education Internet site is currently undergoing a usability and content relevance review. The results of this review should be available in May.

## **6 IT SUPPORT AND EMERGENCY PROCEDURES**

The delivery of online services is dependant on the provision of a secure and reliable IT infrastructure. AusAID has developed the following electronic service delivery standards and emergency support procedures.

### **6.1 Availability of service**

The AusAID Internet site will be available to the public 24 hours a day, 7 days a week, except for no more than the 4 hours per week downtime required for a necessary site backup.

Content on the production server will be refreshed every 2 hours from the staging server, and will not require back-up.

### **6.2 Hardware failure**

#### *6.2.1 Production server*

A substitute server is available in the event of failure of the production server. The substitute server is normally assigned to lower priority areas of service. These services would be temporarily terminated until the main server is repaired or replaced. Content of the Internet site is mirrored to this substitute server so that, should a substitution be required, there would be no need to reload content, thus enabling a rapid substitution.

There are no load balancing requirements or clustering strategies undertaken as the site is considered to small to warrant such a requirement.

#### *6.2.2 Staging server*

Replacement components for the staging server are immediately available from an identical server. Like the production server the business function of this substitute server would be given a lower priority than the Internet staging server.

#### *6.2.3 Development server*

The development server is used for the development and testing of new content and functionality before going into production. There are difficulties associated with the replacement of the development server. AusAID has therefore built in considerable redundancy to ensure that this is more physically resilient than standard servers. The server is closely managed to ensure reliability and has no history of failure.

### **6.3 Spare parts**

All servers are under a maintenance agreement and all replacement parts are readily available. Delays may occur when it is necessary to obtain replacement parts from Sydney. The supplier, Sun Microsystems in Canberra, has demonstrated a preparedness in the past to provide interim replacement parts from their own internal IT systems until replacements arrive.

#### **6.4 Routines for failure**

AusAID is preparing a documented set of emergency procedures to provide staff on duty with a clear set of instructions to enable recovery.

#### **6.5 Emergency response times**

In the event of a server failure there is an after-hours contact number to an on-call officer available 24 hours a day, 7 days a week. The on-call officer is able to refer emergencies to an external consultant for immediate attention.

#### **6.6 Bandwidth**

The current bandwidth available to the AusAID Internet site is 2 Mb/s. This provides sufficient bandwidth for current Internet operations. This availability of bandwidth makes a 'denial of services' attack on AusAID highly unlikely. Such an attack would require a large 'out-pipe' only available to a large and therefore easily identifiable organisation.

#### **6.7 'Server down' alarm**

An automatic email message alarm system has been implemented to notify nominated staff of a server malfunction. This ensures that staff are notified within minutes of the Internet site not being available to users.

## Appendix 1: Work Schedule

The following work schedule details tasks and timelines associated with the completion of all online projects as required by the Office for Government Online.

### Priority 1: Agencies to take full advantage of the opportunities the Internet provides

Objectives	Owner	Tasks	Commence	Complete	Status
<b>1 Online Action plan</b>	Project team	IMSC approval of AusAID audit strategy Audit process to be determined	Aug 00	Sep 00	completed
<b>2 Reporting</b>	Project team	Complete online questionnaire twice yearly on progress-to-date	N/a	N/a	3rd reporting round completed
<b>3 Online information obligations:</b>	Internet				Completed
i) Directory organisational contact details	Internet	Implement link to Gold Directory	April 00	June 01	Completed
ii) Corporate information	Internet	Upload Annual report etc.	April 00	June 01	Completed
iii) Media releases	Internet	Upload media releases	April 00	June 01	Completed
iv) Speeches and legislative information.	Internet	Upload speeches Identify relevant legislation and link to SCALEPlus	April 00	June 01	Completed No Legislation to identify
v) All publications and forms for public use to be placed online	Internet	Identify forms for public use Publish on Internet	April 00	Sep 01	Completed

Objectives	Owner	Tasks	Commence	Complete	Status
Datamart	Statistical Services	Consultation with internal stakeholders Feasibility study and analysis Approvals, consultancy tendering Design and build Review and test Implement Cost \$160,000	May 99 Jun 99 Jul 99 May 01	Oct 00	Underway
Photolibrary online	Public Affairs Group	Construction and configuration of database Cataloguing of images Production of CDROM storage of images Development of Internet delivery pages	Feb 2001	July 2001	Underway
Form submission	NGO section	Consultation with stakeholders - NGOs Prepare business case for IMSC approval Assess production and back end requirements Design and build Testing and implementation Stakeholder feedback and post production review Cost to be determined	Nov 00 Dec 00 Apr 00 Apr 00 May 00	May 01	To commence

**Priority: 2 Facilitation of 'enablers' - to ensure accuracy, reliability, accessibility and security of information.**

Objective	Owner	Tasks	Commence	Complete	Status
Authentication - PKI	ITS	Develop technology strategy Determine provider Implement Cost \$120,000	July 00 Dec 00 Dec 00		To commence
Privacy	Internet	Prepare and implement guidelines	April 00	Jun 00	Completed
Security	ITS	Initial review: Engagement of consultant Undertake review Implement recommendations	May 00 June 00 Jul 00-Oct 00	Oct 00	Completed
Metadata Standards	Internet	Identify relevant pages for metadata application Apply metadata Develop software tools for ongoing application Identify Internet management processes for ongoing application	Jul 00 Aug – Oct 00 Nov 00 Nov 00	Dec 00	Completed
Electronic publishing and record keeping guidelines	Internet	Identify AusAID requirements Implement requirements Prepare AusAID standards documentation	Oct 00 Nov 00 Dec 00	Dec 00	Completed
Accessibility	Internet	Identify requirements Implement requirements Test Accreditation	April 00 May-Nov 00 Nov 00 Dec 00	Dec 00	Completed Priority 3 rating

**Priority 3: Enhancement of government online services in regional Australia;**

OGO initiative - no action required by AusAID.

**Priority 4: Enhancement of the impact of the Government Online initiatives on Australian IT industry**

OGO initiative - no action required by AusAID.

**Priority 5 Government business operations to go online**

Objective	Owner	Tasks	Commence	Complete	Status
Payments - electronic	ITS	N/a		Sep 2000	Completed
Remittance advice	ITS	N/a		Sep 2000	Completed
E – procurement (simple)	ITS	Identify purchasing needs Assess feasibility of online purchasing Develop and revise business processes Establish list of suppliers Training and implementation	Mar 01	Nov 01	Underway
Tender submission (complex)	ITS	Establish IT infrastructure requirements Consult with business community Assess whole-of-gov solution and feasibility for AusAID procurement Establish new business processes Implement in AusAID Cost to be determined	Dependant on whole of government project outcomes	Dependant on whole of government project outcomes	Dependant on whole of government project outcomes



**Priority 6 Monitor best practice and progress**

OGO initiative – no action required by AusAID

**Priority 7 Facilitate cross agency services**

Objective	Owner	Tasks	Commence	Complete	Status
Identify joint initiatives	GOL team	Audit of joint services provide by AusAID	Aug 00	Sep 00	N/a

**Priority 8 Communicate with stakeholders**

Objective	Owner	Tasks	Commence	Complete	Status
Consult with direct clients	N/a	Identify clients Develop and implement communication strategy Incorporate into project design	N/a	N/a	See individual projects

## Appendix 2 Assessment of online service opportunities

Rate: High, Medium, Low

F - Free, R – Restricted service

Service	Extent to which OSD provides a better service	Extent to which OSD can improve business processes	Size of client base	Multiple uses for system	Technical feasibility	Government priorities	Free or restricted	Overall assessment	Comments
Submission of tenders – complex procurement	H	L	M	L	H	H	F	L	Potential
Datamart	H	H	L	L	H	L	F	H	Potential
E-publishing - <i>Project designs, feasibility studies</i>	M	L	L	L	H	L	F	L	Inappropriate
Online form submission	H	H	H	H	H	H	F	H	Potential
Simple procurement	H	H	L	M	H	H	F	H	Potential

### **Appendix 3 List of appropriate forms for online delivery.**

#### **NGO Proposal and Reporting Formats**

ANCP Annual Development Plan (ADPlan) Version 1.0

ANCP Annual Development Plan Report Version 1.0

AusAID NGO Humanitarian Emergency Section Proposal Version 1.0

AusAID NGO Performance Report Version 1.0

AusAID NGO Project Final Report Version 1.0

AusAID NGO Project Interim Report Version 1.0

AusAID NGO Project Proposal Version 1.0

Budget Format Version 1.0

DAC Sector Code Checklist Version 1.0

Environmental Markers Version 1.0

Family Planning Checklist Version 1.0

Gender and Development (GAD) Markers Version 1.0

GST Tax Invoice Version 1.0

Guiding Principles Questionnaire Version 1.0

Other Markers Version 1.0

Project Activity Schedule Table Version 1.0

#### **Funding Opportunities**

Second Water Supply and Sanitation for Low Income Communities Project

Asia Pacific Economic Cooperation Support Program

International Seminar Support Scheme

South East Asia Regional Program