USAID
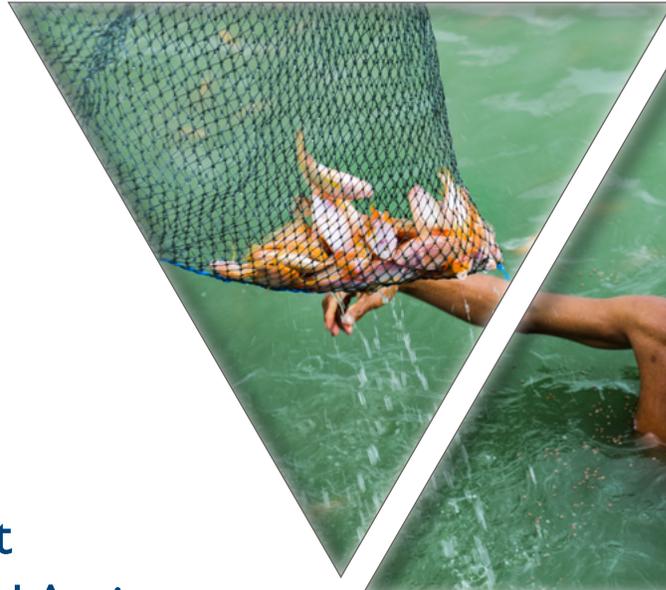## FROM THE AMERICAN PEOPLE

Bureau for Management
Office of Acquisition and Assistance
Fiscal Year 2019 Progress Report

OUR MISSION

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world. In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

MESSAGE FROM THE DIRECTOR

Fiscal Year (FY) 2019 was another record breaking year for acquisition and assistance (A&A) obligations at the U.S. Agency for International Development (USAID), with $17.2 billion. This exceeds obligations that have gone through A&A mechanisms in recent history. This record breaking year includes $784 million obligated to U.S. small businesses.

Beyond just the amount of obligations, it has been an unprecedented year for A&A at USAID. Wide ranging initiatives under Effective Partnering and Procurement Reform (EPPR) such as the launch of the Agency's first-ever A&A Strategy, Category Management goals, the launch of the New Partnerships Initiative (NPI), the worldwide EPPR Summit and Workshop, and Award Management reforms have helped to strengthen our workforce, processes, operations, and relationships with our partners.

On December 10, 2018, Administrator Mark Green announced the Agency's first-ever Acquisition and Assistance Strategy. The A&A Strategy outlines how the Agency will embrace the Journey to Self Reliance in its approaches to partnering, by outlining five guiding principles to partnership. These guiding principles -- Diversifying the Partner Base; Changing How We Partner; Connecting Design, Procurement, and Implementation; Focusing on Value; and Enabling and Equipping the Workforce -- are meant to empower and equip our partners and staff to produce results-driven solutions that are responsive to our partner countries.

One of the first major deliverables of the A&A Strategy, was the NPI announcement on May 1, 2019. The goal of the NPI is to increase USAID's development impact by elevating local leadership, fostering creativity and innovation, and mobilizing resources across the Agency's programs. We are already seeing results from the first set of awards coming out of the NPI.

With EPPR, the Agency has begun to transform how its design to procurement to implementation process works. As part of EPPR, the Administrator recieved approximately 170 recommendations and approved 120 for implementation. This includes increased hiring of both Foreign Service Officers and Civil Service Contracting Officers, creating an institutional home for the Contracting/Agreement Officer Representative (C/AOR) function within the Bureau for Policy, Planning and Learning, the creation of the NPI, and removal of salary history from the Agency's Biographical Data forms to ensure gender pay equity. During FY 2020, working across the Agency, we will be focused on implementing the remaining EPPR recommendations.

Looking ahead to FY 2020, there are a number of activities that we continue to work on, and other ongoing efforts that the Office of Acquistion and Assistance is monitoring. Some of these include finalizing the Automated Directives System (ADS) 303, guidance and techniques on phased procurements, expanding the guidance on Broad Agency Announcements (BAAs), and exploring how USAID can more effectively track subcontracts and subawards especially to local organizations within existing federal reporting.

The Agency has a lot of work ahead of us to continue to implement the guiding principles of the A&A Strategy, but I am confident that by working together we can achieve the goals we have set-out for ourselves.

**Mark Walther**

Director
Office of Acquisition and Assistance

USAID ACQUISITION AND ASSISTANCE AT A GLANCE

ACTIVITY SUMMARY

In FY 2019 USAID obligated nearly $17.2 billion through 21,925 actions through acquisition and assistance mechanisms. Acquisition awards accounted for over 30 percent of total dollars obligated, while cooperative agreements accounted for approximately 26 percent, and grants accounted for the remaining 42 percent. Continuing the trend over the last several years, Washington obligated more dollars. However, more actions took place in the field.

VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME
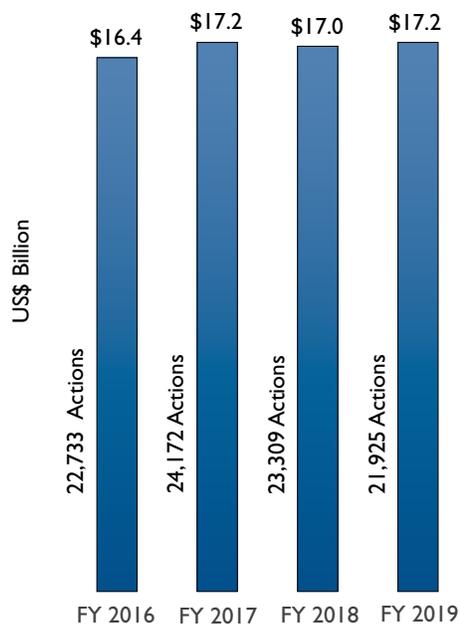
OBLIGATIONS BY INSTRUMENT TYPE
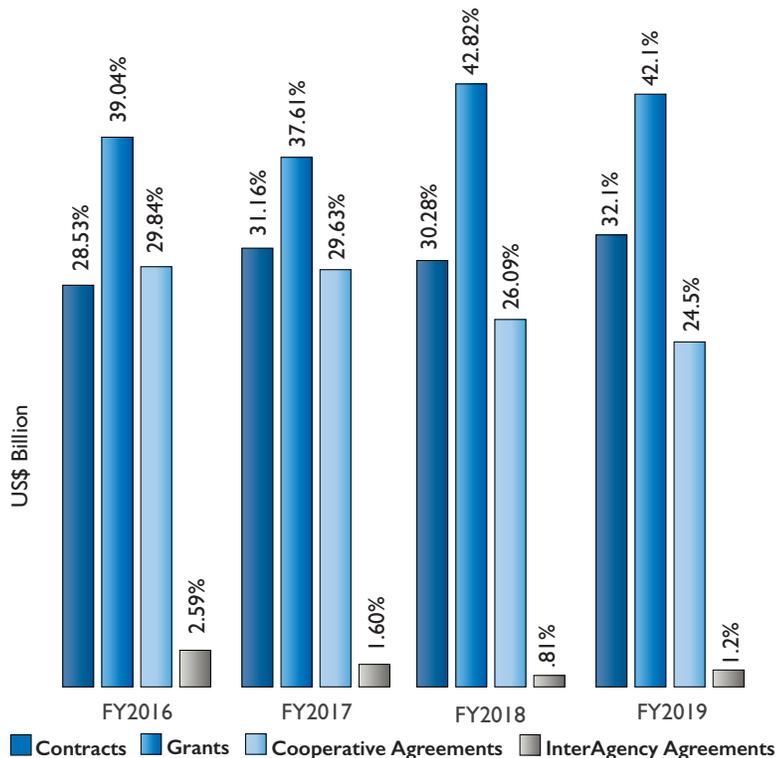
VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME
WASHINGTON VS. MISSIONS

Washington *Missions*

Source: GLAAS as of December 13, 2019.

USAID ACQUISITION AND ASSISTANCE AT A GLANCE

2019 FISCAL YEAR ACTIONS AND OBLIGATIONS
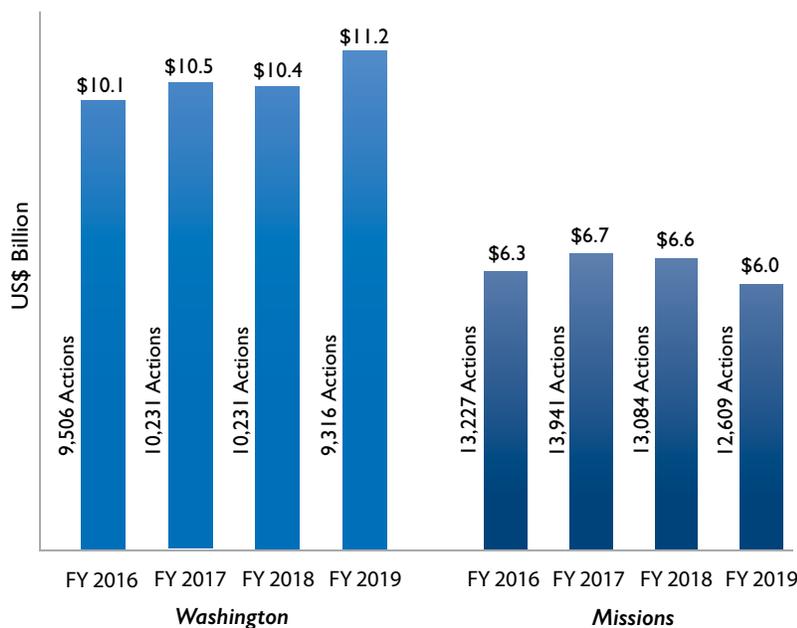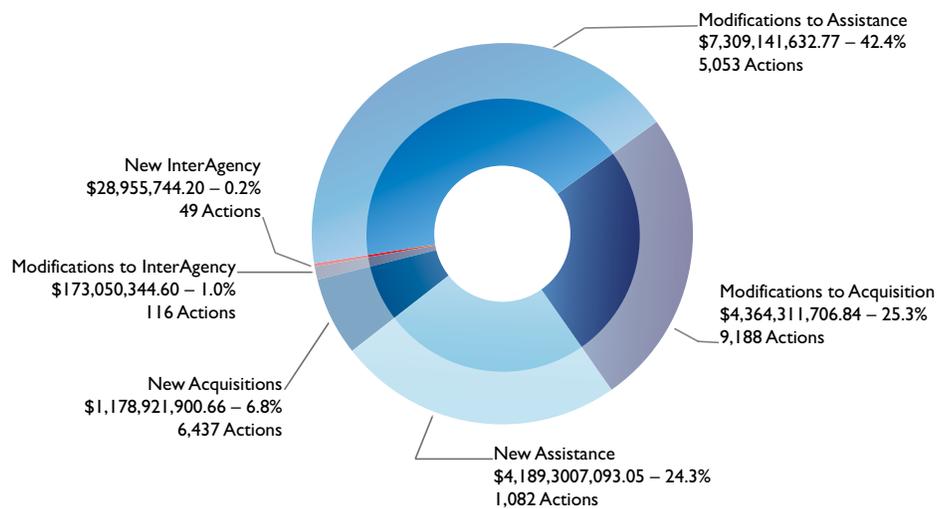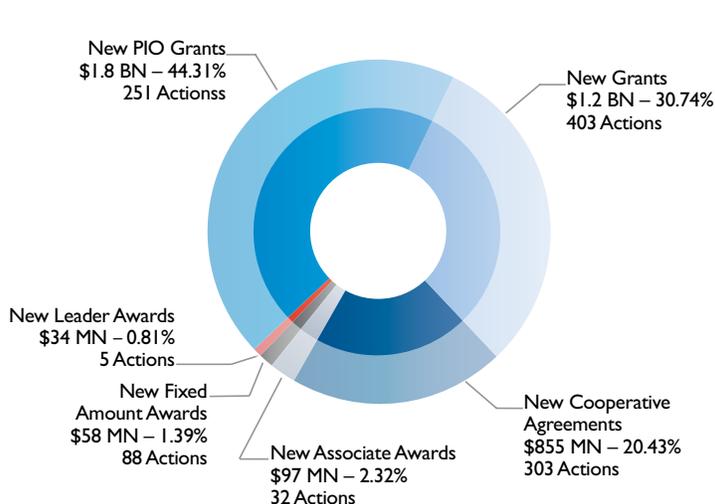
	ACQUISITION		ASSISTANCE		INTERAGENCY AGREEMENT		TOTAL # ACTIONS	TOTAL ACTION OBLIGATIONS $BN
	ACTIONS	OBLIGATIONS $BN	ACTIONS	OBLIGATIONS $BN	ACTIONS	OBLIGATIONS $BN		
WASHINGTON	5,831	$2.65	3,390	$8.43	95	$.159	9,316	$11.24
MISSIONS	9,794	$2.89	2,745	$3.06	70	$.043	12,609	$5.99
TOTAL	15,625	$5.54	6,135	$11.49	165	$0.202	21,925	$17.23

SUMMARY OF AWARDS: MODIFICATIONS AND NEW AWARDS BY OBLIGATIONS

Modifications to Assistance
$7,309,141,632.77 – 42.4%
5,053 Actions

New InterAgency
$28,955,744.20 – 0.2%
49 Actions

Modifications to InterAgency
$173,050,344.60 – 1.0%
116 Actions

Modifications to Acquisition
$4,364,311,706.84 – 25.3%
9,188 Actions

New Acquisitions
$1,178,921,900.66 – 6.8%
6,437 Actions

New Assistance
$4,189,3007,093.05 – 24.3%
1,082 Actions

BREAKDOWN OF NEW ASSISTANCE AWARDS

New PIO Grants
$1.8 BN – 44.31%
251 Actionss

New Grants
$1.2 BN – 30.74%
403 Actions

New Leader Awards
$34 MN – 0.81%
5 Actions

New Fixed Amount Awards
$58 MN – 1.39%
88 Actions

New Associate Awards
$97 MN – 2.32%
32 Actions

New Cooperative Agreements
$855 MN – 20.43%
303 Actions

BREAKDOWN OF NEW ACQUISITION AWARDS

New GSA Schedule Order
$68 MN – 5.78%
67 Actions

New Purchase Order
$50 MN – 4.31%
5,104 Actions

New Other Federal Order/Contractr
$5 MN – .48%
10 Actions

New Personal Services Contracts
$65 MN – 8.4%
539 Actions

New Contracts
$522 MN – 44.29%
211 Actions

New Indefinite Quantity Contract (IQC)
$25 MN – 2.19%
56 Actions

New Task Orders/ Delivery Orders/Calls
$440 MN – 37.38%
402 Actions
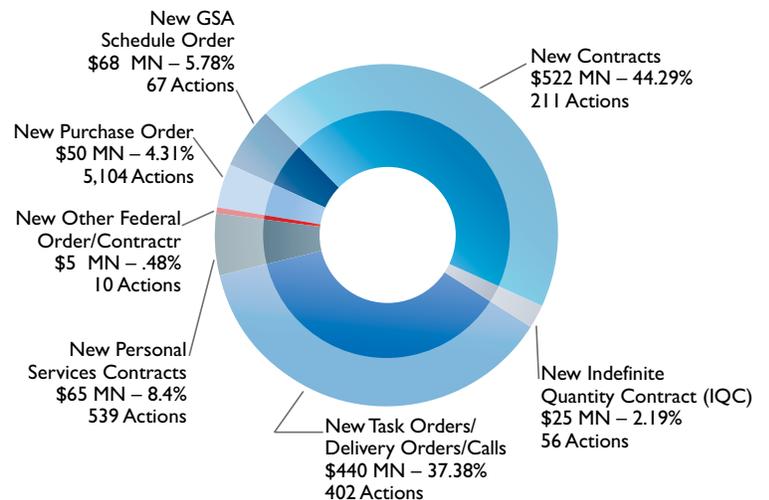
Source: GLAAS as of December 13, 2019.

USAID ACQUISITION AND ASSISTANCE AT A GLANCE

USAID PARTNERS

The Agency partners with a diverse set of organizations to achieve its mission, including: small and large businesses, faith-based and community groups, the private sector, colleges and universities, non-governmental organizations, and more.

FY 2019 PARTNERS	
ACQUISITION	3,525
ASSISTANCE	1,230
TOTAL PARTNERS	**4,755**

Source: Enterprise Reporting Portal as of October 21, 2019.

TOP 15 ACQUISITION PARTNERS BY OBLIGATIONS	TOP 15 ASSISTANCE PARTNERS BY OBLIGATIONS
CHEMONICS	WORLD FOOD PROGRAM
DEVELOPMENT ALTERNATIVE INCORPORATED	FHI 360
ABT ASSOCIATES INC.	CATHOLIC RELIEF SERVICES
TETRA TECH ARD	UNITED NATIONS CHILDREN'S FUND
ZWAKMAN NABIZAI CONSTRUCTION COMPANY (ZNCC)	GAVI ALLIANCE SECRETARIAT
PALLADIUM INTERNATIONAL, LLC	INTERNATIONAL ORGANIZATION FOR MIGRATION
CREATIVE ASSOCIATES INTERNATIONAL, INC.	SAVE THE CHILDREN
RTI INTERNATIONAL	INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT
DELOITTE	WORLD HEALTH ORGANIZATION
FHI 360	WORLD VISION
KENYA MEDICAL SUPPLY AUTHORITY	MERCY CORPS
SOCIAL SOLUTIONS INTERNATIONAL, INC.	FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
MACFADDEN & ASSOCIATES, INC.	UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
MANAGEMENT SYSTEMS INTERNATIONAL, INC.	CARE USA
EDUCATION DEVELOPMENT CENTER	

PAST PERFORMANCE

USAID continues to focus on the importance of Past Performance reporting for its contracts.

Performance reporting is an important part of the performance and feedback process during the life of the award, ensuring open lines of communication between USAID and its partners. Past Performance is also important in helping USAID determine the need for continued programming or a new award.

We recognize the significant role Past Performance has in serving as confirmation of partners' capabilities. At the close of FY 2019, the data indicated 84.8 percent of the Agency's contracts have completed an evaluation.

Bar chart showing: FY 2016: 88.3%, FY 2017: 87.5%, FY 2018: 87.3%, FY 2019: 84.8%
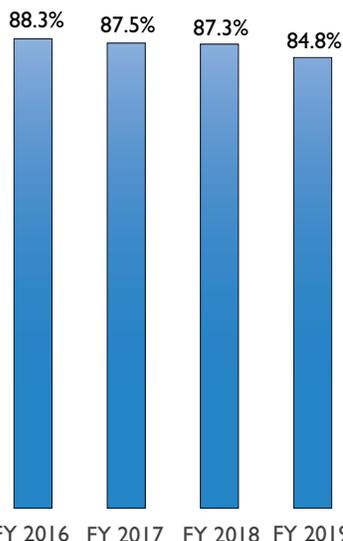
Source: Enterprise Reporting Portal as of November 6, 2019.

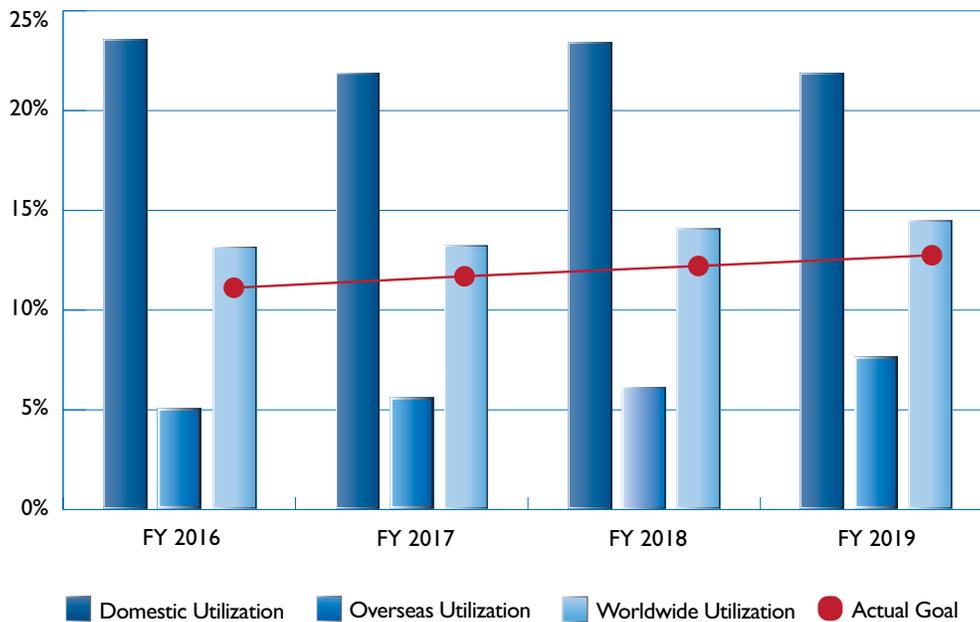# USAID ACQUISITION AND ASSISTANCE AT A GLANCE

SMALL BUSINESS UTILIZATION

In Fiscal Year 2019 USAID expanded its internal U.S. Small Business Goaling Program to 29 overseas Missions. In doing so, the Agency prioritized the participation of, and increased its overseas obligations to U.S.-based small businesses. Preliminary data retrieved from the Federal Procurement Data System (FPDS) indicates the Agency obligated approximately $784 million to small businesses. This translates to 14.6 percent of prime awards, which exceeds USAID's FY 2019 Small Business Goal of 12.5 percent. Dollars to small businesses increased by more than $100 million from FY 2018.

FISCAL YEAR 2019 DOLLARS OBLIGATED UNDER
INDEFINITE DELIVERY, INDEFINITE QUANTITY CONTRACTS & TASK ORDERS

BUSINESS TYPE	TOTAL OBLIGATIONS	NEW AWARDS ONLY	NUMBER OF NEW AWARDS
SMALL BUSINESS	$233,319,173	$25,214,481	88
NON SMALL BUSINESS	$2,408,605,280	$56,384,733	54
GRAND TOTAL	**$2,641,924,453**	**$81,599,215**	**142**
% TO SMALL BUSINESS	**8.8%**	**30.9%**	**62.0%**

Source: FPDS Federal Contract Actions & Dollars as of October 6, 2019.

SMALL BUSINESS GOALS

Source: FPDS as of October 10, 2019.

USAID ACQUISITION AND ASSISTANCE AT A GLANCE

FISCAL YEAR FY 2019 REPORT ON NON-COMPETITIVE AWARDS

USAID has the authority to limit competition in certain circumstances. Provided below are the exceptions to competition and the total number of actions and obligations that limited competition in FY 2019. Limited competition is cited in the Federal Acquisition Regulation (FAR), USAID Acquisition Regulation (AIDAR), and the Agency's ADS.

	ACQUISITION		ASSISTANCE
1	AIDAR 706.302-70, IMPAIRMENT OF FOREIGN AID PROGRAMS;	1	ADS 303.3.6.4, WHEN ELIGIBILITY CAN BE RESTRICTED;
2	FAR, PART 6, AUTHORIZED BY STATUTE;	2	ADS 303.3.6.5.A.(2)(A), EXCLUSIVE OR PREDOMINANT CAPABILITY;
3	FAR 6.202, ESTABLISH OR MAINTAIN ALTERNATIVE SOURCES;	3	ADS 303.3.6.5.A.(2)(B), SMALL GRANTS;
4	FAR 6.203, SET-ASIDES FOR SMALL BUSINESS CONCERNS;	4	ADS 303.3.6.5.A.(2)(C), RESTRICTED ELIGIBILITY FOR EFFICIENCY;
5	FAR 6.204, SECTION 8(A), COMPETITION;	5	ADS 303.3.6.5.A.(2)(D), NEW ENTRANTS;
6	FAR 6.3, NOT AVAILABLE FOR COMPETITION;	6	ADS 303.3.6.5.A.(2)(E), CONGRESSIONALLY MANDATED PROGRAMS;
7	FAR 6.302-1, ONLY ONE RESPONSIBLE SOURCE;	7	ADS 303.3.6.5.A.(2)(F), CRITICAL OBJECTIVES OF THE FOREIGN ASSISTANCE PROGRAM;
8	FAR 6.302-4, INTERNATIONAL AGREEMENT;	8	ADS 303.3.6.5.A.(2)(G), UNSOLICITED APPLICATIONS;
9	FAR 16.505(B)(2)(I)(E), ORDER EXCEEDING SIMPLIFIED ACQUISITION THRESHOLD;	9	ADS 303.3.6.5.A.(2)(H), FOLLOW-ON AWARDS AND EXTENSIONS;
10	FAR 6.302-7, PUBLIC INTEREST;	10	ADS 303.3.6.5.A.(2)(I), SCIENCE AND TECHNOLOGY & INNOVATION;
11	FAR 8.405-6(A), ONLY ONE SOURCE CAN PROVIDE SUPPLY/SERVICE;	11	ADS 303.3.6.5.B.(1), EMERGENCY AND DISASTER ASSISTANCE;
12	FAR 16, FOLLOW-ON CONTRACT FOR A DEFINITIVE CONTRACT;	12	ADS 303.3.6.5.B.(2), RESTRICTED ELIGIBILITY TO LOCAL OR REGIONAL ENTITIES; AND
13	FAR 6.302-7, NATIONAL SECURITY;	13	ADS 303.3.6.5.B.(3), TRANSITION AWARDS.
14	FAR 6.302-7, PUBLIC INTEREST;		
15	SECTION 7077 OF PUBLIC LAW 122-74, LOCAL COMPETITION AUTHORITY;		
16	FAR 15.6, UNSOLICITED RESEARCH PROPOSAL; AND		
17	FAR 6.302-2, URGENCY.		

USAID ACQUISITION AND ASSISTANCE AT A GLANCE

NON-COMPETITIVE ACQUISITIONS: CONTRACT ACTIONS

The table below provides the number of recorded actions and the corresponding total amount obligated, and includes the type of non-competitive category for the acquisition awards.

TYPE OF NEW AWARD ACQUISITION ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
NEW NON-COMPETED ACQUISITION AWARDS		
FAR 6.302-1 ONLY ONE RESPONSIBLE SOURCE	9	$9,737,645.00
FAR 6.302-2 UNUSUAL AND COMPELLING URGENCY	2	$2,838,902.00
NEW NON-COMPETED ACQUISITION AWARDS TOTAL	**11**	**$12,576,547.00**

NON-COMPETITIVE ASSISTANCE: GRANTS AND COOPERATIVE AGREEMENTS

The table below provides the number of recorded actions, the corresponding total amount obligated, and includes the type of non-competitive category identified.

TYPE OF NEW AWARD ASSISTANCE ACTION DESCRIPTION	NUMBER OF ACTIONS	AMOUNT OBLIGATED
NEW NON-COMPETED ACQUISITION AWARDS		
ADS 303.3.6.4 WHEN ELIGIBILITY CAN BE RESTRICTED	6	$27,115,951.00
ADS 303.3.6.5.A.(2)(A) EXCLUSIVE/PREDOMINANT CAPABILITY	44	$43,711,559.66
ADS 303.3.6.5.A.(2)(D) NEW ENTRANTS	1	$500,000.00
ADS 303.3.6.5.A.(2)(F) CRITICAL OBJECTIVES OF FOREIGN ASSISTANCE PROGRAMS	13	$16,516,056.00
ADS 303.3.6.5.A.(2)(G) UNSOLICITED APPLICATIONS	12	$21,139,939.00
ADS 303.3.6.5.B.(1) EMERGENCY AND DISASTER ASSISTANCE	259	$1,140,780,864.84
ADS 303.3.6.5.B.(3) TRANSITION AWARDS	4	$1,850,000.00
NEW NON-COMPETED ASSISTANCE AWARDS TOTAL	**339**	**$1,251,614,370.50**

Source: GLAAS as of November 6, 2019.

EFFECTIVE PARTNERING AND PROCUREMENT REFORM

EFFECTIVE PARTNERING AND PROCUREMENT REFORM

In the fall of 2017 USAID embarked on an ambitious Transformation to shape the USAID of tomorrow and work towards ending the need for foreign assistance. Vital to the success of Transformation and advancing countries on their Journey to Self-Reliance was rethinking how the Agency's core functions of partnering and procurement take place. The goal of EPPR was to develop and implement a series of reforms to the Agency's program design and procurement processes aimed at fostering self-reliance.

Process

EPPR launched with an external listening tour that consisted of one-on-one interviews with representatives from 19 organizations, and eight meetings with partner associations. In total, the Agency met with more than 250 individuals as a part of the external listening tour. At the conclusion of the listening tour a final report was released.

USAID centrally convened a group of subject matter experts from procurement, legal, programming, and technical offices to lead internal outreach and better understand how the Agency can improve its procurement and partnering practices.

USAID then created four cross-Agency working groups representing all equities in the Agency procurement and planning process. The four working groups were:

1. Collaborative and Diverse Partnering: Enabling more effective co-creation, innovative financing, and partnerships with a diverse array of actors.
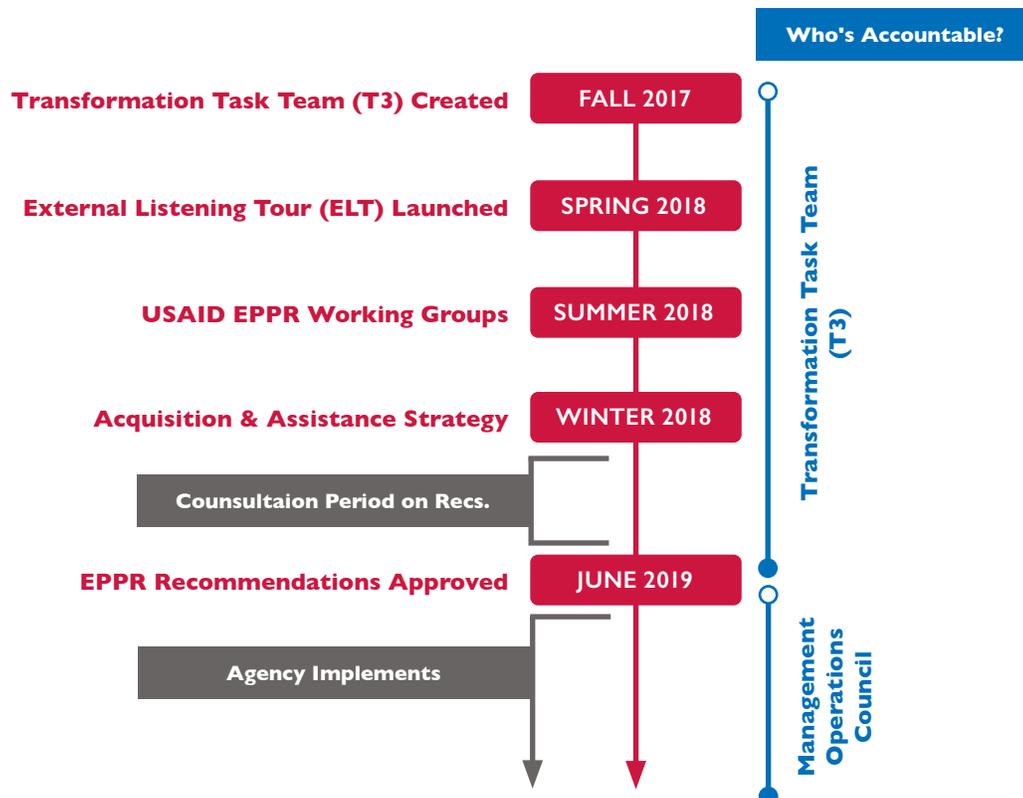
2. Supporting Local Partners: Catalyzing local public-, private-, and non-profit-sector to own their development objectives.

3. Strategic and Efficient Partnering: Simplifying and streamlining processes in order to allow USAID staff to focus more of their time on fostering self-reliance and achieving development results.

4. Adaptive Partnering: Creating an agile and flexible Agency that can adapt to changes on the ground to improve the effectiveness of our foreign assistance, including in fragile states and non-permissive environments.

More than 120 individuals from 35 operating units and Missions participated in the working groups. Working groups met for approximately 4 months and were responsible for developing a comprehensive set of recommendations. As a part of the efforts to develop recommendations, the working groups engaged with staff across the Agency and reviewed relevant Inspector General reports, historical documents, and the External Listening Tour (ELT) report.

On June 4, 2019, Administrator Mark Green released an Agency Notice with the final list of EPPR recommendations for Implementation. Prior to the release of the final recommendations, Agency staff and partners provided input to help refine and prioritize implementation.

With the release of the final list of EPPR recommendations, the Agency's Management Operations Council will oversee implemtation.

EFFECTIVE PARTNERING AND PROCUREMENT REFORM

Who's Accountable?

Milestone	Date
Transformation Task Team (T3) Created	FALL 2017
External Listening Tour (ELT) Launched	SPRING 2018
USAID EPPR Working Groups	SUMMER 2018
Acquisition & Assistance Strategy	WINTER 2018
Counsultaion Period on Recs.	
EPPR Recommendations Approved	JUNE 2019
Agency Implements	

Transformation Task Team (T3)

Management Operations Council

ACQUISITION & ASSISTANCE STRATEGY

To articulate the overall vision for EPPR, USAID issued its first ever Acquisition and Assistance Strategy in Decemeber of 2018. The A&A Strategy outlines guiding principles for how USAID is embracing the Journey to Self-Reliance in its approaches to partnering. The A&A Strategy guides how USAID helps its partner countries become self-reliant and move closer to the day when such assistance is no longer needed. Administrator Green also approved a series of policy changes and other actions, linked to the guiding principles of the A&A Strategy, on June 4, 2019.

Since the launch of the A&A Strategy, USAID has begun to radically transform how it does business. The A&A Strategy serves as a catalyst for change to the Agency's program design, procurement processes, and implementation approaches.

Highlighted below are actions completed in the first year of the A&A Strategy. Also, included below are activities that are near completion that staff and partners can expect to see in the coming months.

EPPR Summit and Workshop

To support the implementation of the A&A Strategy, the Agency hosted a worldwide EPPR Summit and Workshop in May 2019. The primary focus of the event was the Agency's Transformation with an emphasis on EPPR. The sessions addressed topicssuch as policy surrounding private sector engagement, focusing on value, and the New Partnerships Initiative. In addition, the conference included acquisition workshops that encouraged collaborative discussion to address various challenges, such as enabling and equipping the workforce. The conference also incorporated a half day networking session with over 150 A&A implementing partners. Overall, approximately 400 Contracting and Controller officials participated in the conference.

	COMPLETED	NEARING COMPLETION
DIVERSIFYING THE PARTNER BASE	■ Launch of the New Partnerships Initiative with 13 awards made to date. ■ Establishment of the New Partnerships Initiative Incubator to expand USAID's capacity for partnerships and help partner organizations work with USAID. ■ Created new definitions of underutilized partner and locally established partner.	■ New funding opportunities under the New Partnerships Initiative. ■ Annual reporting indicators on awards and obligations to New and Underutilized Partners (NUPs) including use of sub-awards to support NUPs in advancing J2SR. ■ Private Sector Engagement implementing partners guidance (jointly with Private Sector Engagement team).
HOW WE PARTNER	■ The APG for EPPR achieved its ten percent target in four USAID regions and has been modified to increase our goal for the use of co-creation. ■ Issued Procurement Executive Bulletin 2019-02 on New Performance Based Requirements for President's Emergency Plan for AIDS Relief (PEPFAR) Awards, building pay-for-results approaches into procurement guidance. ■ Implemented a new Agency-wide indicator to track the strengthened capacity and organizational performance of local entities and locally established organizations starting in FY2020 (replacing the Local Solutions indicator).	■ Guidance on Phased Competitions under Acquisition. ■ Co-creation guidance and toolkit, including Broad Agency Announcement (BAA) guidance.
CONNECTING DESIGN, PROCUREMENT, AND IMPLEMENTATION	■ Plans to partially co-locate Contracting Officer staff with technical staff in Washington to ensure collaboration and consistent communications. ■ Greater connectivity in design and procurement through improved reporting systems (internal to USAID) and new policy guidance for Monitoring, Learning and Evaluation Plans and greater emphasis on site visits.	■ Adaptive management approaches encouraging more effective use of periods of performance and flexible programmatic changes in award management. ■ Review of Other Transaction Authority frameworks.
FOCUSING ON VALUE	■ Established that the Bureau for Policy, Planning, and Learning will serve as the coordinator for the Contracting/Agreement Officer Representative (COR/AOR), to address the needs for greater COR/AOR accountability, support, and equipping. ■ Updated requirements related to USAID using the Biodata form and releasing guidance to Contracting Officers in providing salary approvals. ■ Issued a guide to doing Streamlined Cost analysis.	■ Updates to ADS 303 that introduce Renewal Grants to USAID, clarify the need to tailor substantial involvement, and provide a greater focus on programmatic needs for restrictions to eligibility. ■ Review of Pre-Award Survey processes.
ENABLING AND EQUIPPING THE WORKFORCE	■ The Agency will hire Contracting Officers (BS-93s and 1102s) to attrition at a ceiling 30 percent higher than it has been in recent years. ■ Updated Delegations of Authority for Warrant Levels. ■ The Agency expanded upon the Mary A. Reynold Award for Innovation in Acquisition and Assistance by doubling the award amount and increasing the number of awardees. ■ Established the Acquisition and Assistance Forum to strengthen the sharing of innovative practices within the A&A community. ■ Executive Notice to Agency staff affirming the independence of the Contracting and Agreement Officers.	■ M/OAA Washington is currently working to hire to a headcount of 170 and M/OAA Foreign Operations is recruiting to hire approximately 40 foreign service contracting officers by 2020. ■ Launched global consultative planning for M/OAA Employee Development and Retention Action Plan. ■ Plan to relaunch Acquisition and Assistance Labs and establish Senior Regional Advisors.

EFFECTIVE PARTNERING AND PROCUREMENT REFORM

RESPONDING TO THE AWARD MANAGEMENT AUDIT

In June, following the EPPR Summit, Administrator Green approved approximately 120 recommendations designed to strengthen award management. The Agency has moved forward with implementing the following recommendations: Advance the Administrator's vision for the Journey to Self Reliance through NPI; Revise USAID's Automated Directive Systems 302 and 303 to enable adaptive management; Streamline efforts to enable freer engagement with new and underutilized partners; and Revise the biodata form to provide greater income equality. Other recommendations were merged into thematic efforts, such as accelerating deployment to Missions of pre-award survey support, and changing our acquisition and assistance service delivery models to better support the Missions.

The Agency's reforms are aimed at strengthening our collective ability to manage awards more effectively. On September 30, 2019, USAID's Office of the Inspector General released the report *USAID's Award Oversight is Insufficient to Hold Implementers Accountable for Achieving Results*. This report served as the catalyst to implement EPPR reforms in three key areas: Considering Past Performance and Assessing Current Performance, CO/AO Independence and Oversight, and Records Keeping & Internal Controls. EPPR recommendations helped define forward paths to implementing measures such as: enhanced coordination between the Bureau for Policy, Planning and Learning and M/OAA to support the C/AOR function; focused connectivity between design and procurement as reflected in the development of Monitoring, Evaluation, and Learning plans; and more diligent assessment of current performance and use of responsive and adaptive management techniques.

Echoing EPPR calls for a strengthened A&A workforce, the Administrator announced during the EPPR Summit in May the Agency's ability to hire additional contracting officials, and develop recruits to meet the Missions' increased demand for development assistance. The increased workforce will provide the Agency an opportunity to better address workload management, an area of concern raised in the Inspector General's audit, and to invest in our talented contracting and assistance officers for long and meaningful careers. EPPR continues to shape the recruitment, development and retention policies of this vital workforce.

AGENCY PRIORITY GOALS

AGENCY PRIORITY GOAL: CATEGORY MANAGEMENT FY 2018–FY 2019

Goal Statement: *Increase consolidation of spending on common goods and services (not related to assistance) to maximize cost-efficiency and standardization. By September 30, 2019, meet or exceed Federal targets for Best-In-Class (BIC) contract awards.*

USAID has made an extensive effort to use taxpayer dollars efficiently and effectively in its procurements. USAID considers U.S. Government-wide contracts for goods and services, and is committed to applying principles from Category Management (CM) and the associated BIC solutions (which meet specific The Office of Management and Budget (OMB) criteria and are available to multiple Departments and Agencies). As part of this effort, the Agency identifies, assesses, and reports on its portfolio of acquisition contracts. USAID assessed how its contracts were applicable to the Federal-wide CM "tiered" system, and determined which contracts met the requirements for BIC solutions. In FY 2019, USAID had a target of 75 percent of its acquisition dollars as Spend Under Management (SUM), meaning the spending met defined criteria for management maturity and data-sharing.

USAID has had great success as it engaged and trained its staff during FY 2019 on the benefits and proper application of CM. Throughout FY 2019, USAID has worked to attain its CM goals through a multi-phased process. This has included steps to: increase awareness; provide education and training; manage advocacy; stakeholder-engagement; application and further development of SUM principles; measure and track results; and evaluate and adapt to improve SUM.

At the end of FY 2019 BIC spend was $147.8 million and total SUM was $4.35 billion. As a result, FY 2019 actuals stand at 38.1 percent for BIC and 82.2 percent for SUM, surpassing the overall SUM target of 75 percent and nearly meeting the BIC goal of 40 percent.

In FY 2019, USAID increased both its BIC and SUM spending. At the end of FY 2018, USAID BIC was $134.2 million and SUM was $3.5 billion. As a result, USAID had an over 10 percent increase in BIC spend from FY 2018 to FY 2019 and nearly a 23 percent increase in SUM over the same period.

USAID anticipates there will be additional CM and BIC solutions considered and adopted in FY 2020 and beyond.

AGENCY PRIORITY GOAL: EFFECTIVE PARTNERING AND PROCUREMENT REFORM FY 2018–FY 2019

Goal Statement: *To advance collaboration and co-creation in USAID's approaches to partnering and procurement (i.e., designing programs from solicitation through to implementation) to move beyond a traditional business model and embrace new partners and innovative solutions to development and humanitarian challenges. By September 30, 2019, USAID will have increased the use of collaborative partnering methods and co-creation within new awards by 10 percentage points, measured by percentage of obligated dollars and procurement actions.*

USAID made great strides in implementing the Agency Priority Goals for EPPR. Notably USAID:

- Developed and published its A&A Strategy to ensure all staff are conducting core business in alignment with USAID's vision for EPPR;
- Held a worldwide EPPR Summit and Workshop with over 400 staff attending;
- Obligated over $2 billion in awards using co-creation;
- Incorporated EPPR training content in almost every A&A course USAID offers to underscore that EPPR is the way USAID conducts A&A;
- Held 35 EPPR-specific trainings which reached over 830 staff;
- Transitioned oversight of EPPR to the Management Operations Council to institutionalize implementation of EPPR within existing USAID leadership structures;
- Made policy changes across the Agency to incorporate EPPR, including creating standard definitions for key components of the effort; and
- Launched the NPI to advance the A&A Strategy goals of diversifying the partner base and change how the Agency partners — by elevating local leadership, fostering co-creation and innovation, and mobilizing resources across the Agency's programs.

The Agency set aspirational targets for diversifying and using co-creation to motivate staff and underscore its commitment to EPPR. USAID experienced challenges in meeting targets because of the enormity of the EPPR initiative, which is changing the way the Agency conducts its core A&A business. Targeting for acquisition and assistance is difficult because of the delay from program design and procurement to establishment of

AGENCY PRIORITY GOALS

new partnerships and the obligation of funds, and because USAID often gets its budget late in the fiscal year and obligates approximately 40 percent in the last quarter. In addition, since these were new indicators, there was little historical data to reference and use for target setting. For the next APG cycle, the Agency will use FY 2019 data to set targets that continue to push staff to increase collaboration and innovation to achieve the goals of the Journey to Self-Reliance.

In addition to building the foundation necessary for EPPR success, USAID has seen Mission-specific progress around the world. For example, USAID/Ghana used co-creation in innovative ways for a procurement in democracy and governance programming that engaged 20 organizations that had never done business with the Agency. Input from these organizations radically changed the Mission's problem statement even after extensive consultations with local actors. This experience showed the difference between consultation and true co-creation, where all of the stakeholders were in the same room during project design. This collaborative environment emphasized honest feedback and caused the team to change direction before the project started. As USAID continues to issue new solicitations in support of its mission, progress toward the EPPR indicators should accelerate now that the Agency has laid a foundation based on the A&A Strategy. The Agency has seen the increased use of collaborative and co-creative approaches during senior leadership reviews of high-dollar-value procurement plans during FY 2019 Q3 and Q4, and expects to make progress toward future targets. USAID looks forward to continuing to report on our EPPR successes with the FY 2020-2021 APG cycle.

INDICATOR	COLLABORATION INDICATOR #1: PERCENTAGE OF NEW AWARDS USING CO-CREATION	COLLABORATION INDICATOR #2: PERCENTAGE OF OBLIGATIONS USING CO-CREATION	PARTNER DIVERSIFICATION INDICATOR #3: NEW PARTNERS
BASELINE FY 2018	18 percent of new awards used co-creation	21 percent of new obligations used co-creation	226 new partners
FY 2019			
Q1 ACTUAL	11.5 percent of new awards used co-creation	28.5 percent of new obligations in Q1 used co-creation	28 new partners
Q1 TARGET	20 percent of awards in Q1 use co-creation	23 percent of new obligations in Q1 use co-creation	22 new partners (Cumulative 22)
Q2 ACTUAL	16.7 percent of new awards used co-creation	18.1 percent of new obligations in Q2 used co-creation	35 new partners
Q2 TARGET	22 percent of awards in Q2 use co-creation	25 percent of new obligations in Q2 use co-creation	31 new partners (Cumulative 53)
Q3 ACTUAL	11.2 percent of new awards used co-creation	10.4 percent of new obligations in Q3 used co-creation	29 new partners
Q3 TARGET	24 percent of awards in Q3 use co-creation	27 percent of new obligations in Q3 use co-creation	51 new partners (Cumulative 104)
Q4 ACTUAL	14.6 percent of awards in Q4 use co-creation	14.1 percent of new obligations in Q4 use co-creation	118 new partners
Q4 TARGET	28 percent of awards in Q4 used co-creation	31 percent of new obligations in Q4 used co-creation	145 new partners (Cumulative 249)
FY 2019 FINAL			
FY 2019 FINAL	14.9 percent of award used co-creation (Overseas excluding OAPA 27.4 percent)	15.0 percent of new obligations used co-creation (Overseas excluding OAPA 28.0 percent)	210 New Partners

Source: Enterprise Reporting Portal as of December 3, 2019.

NEW PARTNERSHIPS INITIATIVE

THE GOAL OF THE NEW PARTNERSHIPS INITIATIVE IS TO INCREASE USAID'S DEVELOPMENT IMPACT BY ELEVATING LOCAL LEADERSHIP, FOSTERING CREATIVITY AND INNOVATION, AND MOBILIZING RESOURCES ACROSS THE AGENCY'S PROGRAMS.

The USAID of tomorrow will enable partner countries to plan, resource, and manage their own development through strengthened capacity and commitment—this is both the essence of the Journey to Self-Reliance and a key rationale for diversifying the USAID partner base.

The NPI will allow USAID to work with a more diverse range of partners, strengthen existing partner relationships, and provide more entry points for organizations to work with the Agency. The principles behind NPI are outlined in the Agency's first-ever A&A Strategy.

Under NPI, USAID will engage new and underutilized partners through a series of solicitations designed to help countries be self-reliant and meet the needs of their people. NPI focuses on three key approaches:

- Direct awards to new and underutilized organizations that enable local engagement such as local entities, locally established partners, as well as new U.S. and locally-based small businesses.
- Sub-awards to new and underutilized local organizations designed to support more facilitative partnerships for effective local engagement.
- Direct awards to partners to leverage significant private/non-U.S. government funding to promote effective local engagement.

NPI Awardees

Conflict Prevention and Recovery Program

Iraq Addendum

- Philadelphia Organization for Relief and Development
- Catholic University of Erbil
- Top Mountain
- Shlama Foundation
- Beth Nahrain
- Jiyan Foundation for Human Rights

Global Partnerships Advance Conflict Transformation Addendum

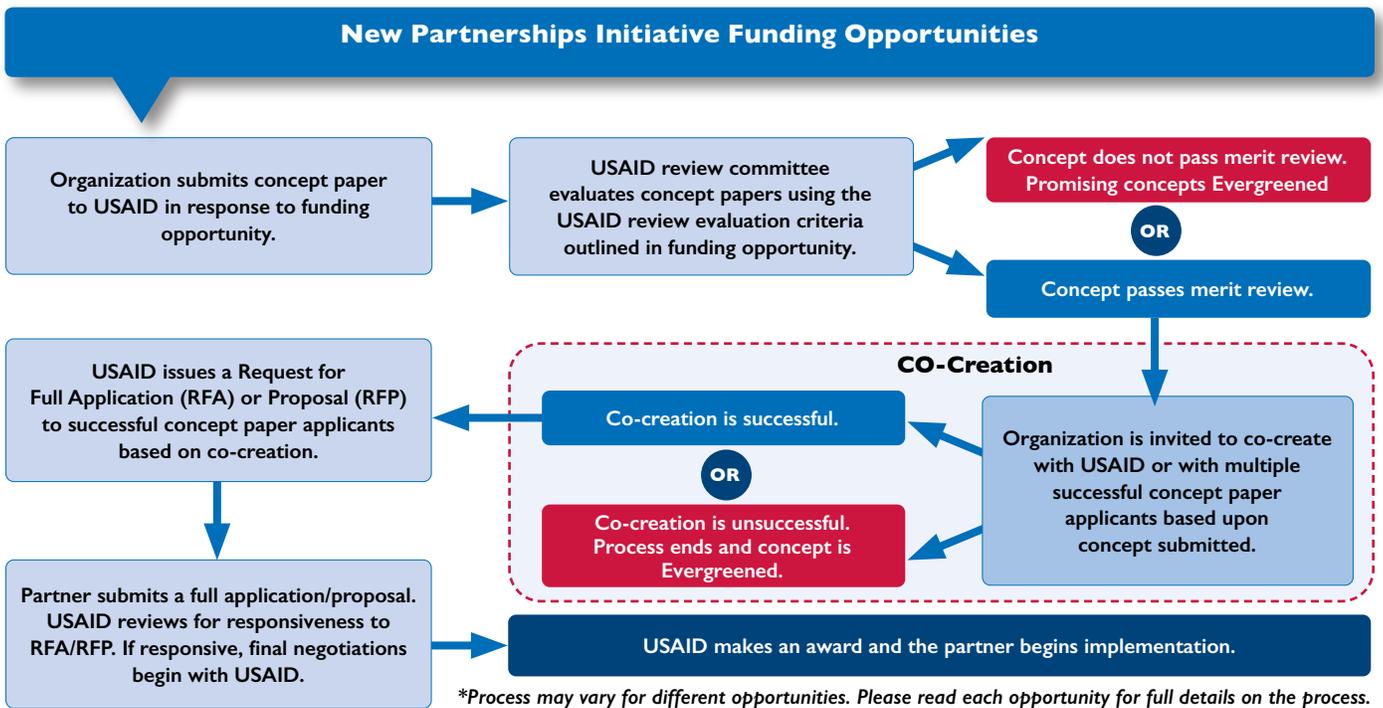- Aga Khan Foundation

Global Health

- World Relief
- Palladium International

Small Business Applied Research Program

- Nickol Global Solutions LLC
- Development Institute LLC (I4DI)
- Triangle Environmental Health Initiative LLC
- Cloudburst Consulting Group, Inc

ENGAGING NEW PARTNERS

NEW PARTNERSHIPS INITIATIVE PROCESS

New Partnerships Initiative Funding Opportunities

Organization submits concept paper to USAID in response to funding opportunity.

USAID review committee evaluates concept papers using the USAID review evaluation criteria outlined in funding opportunity.

Concept does not pass merit review. Promising concepts Evergreened

OR

Concept passes merit review.

USAID issues a Request for Full Application (RFA) or Proposal (RFP) to successful concept paper applicants based on co-creation.

CO-Creation

Co-creation is successful.

OR

Co-creation is unsuccessful. Process ends and concept is Evergreened.

Organization is invited to co-create with USAID or with multiple successful concept paper applicants based upon concept submitted.

Partner submits a full application/proposal. USAID reviews for responsiveness to RFA/RFP. If responsive, final negotiations begin with USAID.

USAID makes an award and the partner begins implementation.

*Process may vary for different opportunities. Please read each opportunity for full details on the process.

KEY DEFINITIONS

USAID has updated as well as created new terms to help define the parameters of NPI. Highlighted below are the key definitions for NPI.

New Partner: An individual or organization that has not received anyfunding from USAID as a prime partner over the last five years.

Underutilized Partner: An organization that has received less than $25 million in direct or indirect awards from USAID over the past five years.

Local Entity: An individual or organization that:

1. Is legally organized under the laws of a country that is receiving assistance from USAID;
2. Has its principal place of business or operations in a country that is receiving assistance from USAID;
3. Is majority-owned by individuals who are citizens or lawful permanent residents of a country that is receiving assistance from USAID; and,
4. Is managed by a governing body, the majority of whom are citizens or lawful permanent residents of the country that is receiving assistance from USAID.

Locally Established Partner: A U.S. or international organization that works through locally-led operations and programming models. Locally Established Partners (LEPs):

1. Have maintained continuous operations in-country for at least five years and materially demonstrate a long-term presence in a country through adherence or alignment to the following:

a. Local staff should comprise at least 50 percent of office personnel,

b. Maintenance of a dedicated local office,

c. Registration with the appropriate local authorities,

d. A local bank account, and

e. A portfolio of locally-implemented programs.

2. Have demonstrated links to the local community, including:

f. If the organization has a governing body or board of directors, then it must include a majority of local citizens (i.e. in the host country, this is not required);

g. A letter of support from a local organization to attest to its work; and

h. Other criteria that an organization proposes.

Leverage: Significant resources mobilized from non-U.S. Government sources. USAID seeks the mobilization of resources of other actors on a 1:2 or greater basis (i.e., 50 percent of the proposed value of the award). Leveraged resources may include grants/awards from non-U.S. Government organizations or other donor governments.

Evergreening: If USAID identifies opportunities to strengthen or fund a Concept Note or application by connecting it with other USAID mechanisms, other potential funders, and/or external partners, USAID may make that Concept Note or application available, internally or externally, for appropriate consideration. Evergreening is a concept that has been utilized in Development Innovation Venture (DIV) programs at USAID and is being explored for further utilization in NPI.

SMALL BUSINESS APPLIED RESEARCH PROGRAM

OVERVIEW

The Small Business Applied Research (SBAR) Program is a field-based initiative, created by the Frankfurt and Africa A&A Labs. It is designed to expand USAID's access to emerging technology, products, services, and scientific applications developed by U.S. based small businesses. SBAR supports a wide range of Agency initiatives -- including the A&A Strategy, Agency Priority Goal on EPPR, the NPI, and U.S. small business goals. As the Agency seeks to diversify its partner base, the SBAR Program has proven to be an effective approach for engaging with U.S. small businesses.

SBAR APPROACH

The SBAR Program is an innovative, low-effort matching process. It starts with the collection and consolidation of participating Operating Units' (OU) problem statements into a single, cross-cutting BAA solicitation. Interested U.S. small businesses submit their creative, novel, and cutting-edge solutions in short concept form. Concepts are collected, screened, and may be vetted with research and development (R&D) counterparts in the Small Business Administration (SBA), and distributed to respective OUs for evaluation, co-creation, and award. Throughout the process, SBAR affords U.S. small businesses the opportunity to learn about USAID and our development needs and, along the way, how to do business with USAID. The SBAR Program increases the visibility of USAID development needs to a new partner base.
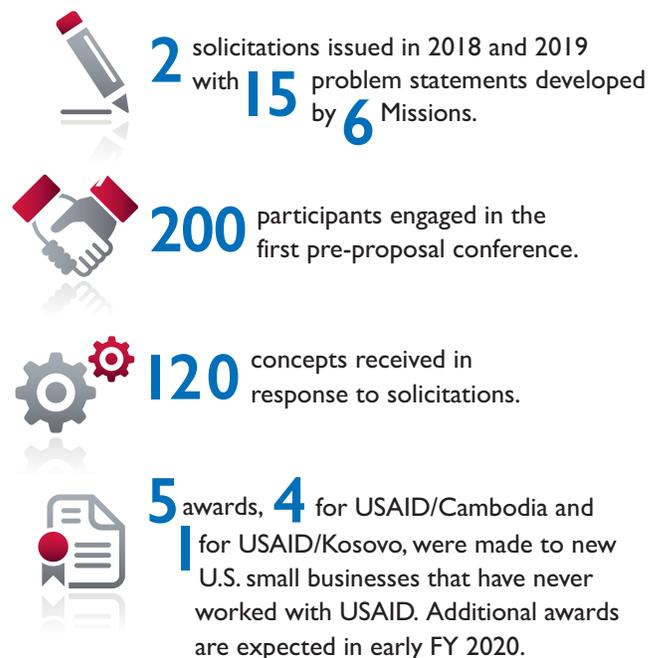
The SBAR Program offers the following unique benefits:

- Affords new avenue for OUs to meet U.S. small business utilization goals.
- Fast and easy, requires minimal upfront effort to participate. OUs need only submit problem statements and expected results - information readily available in strategy documents.
- Efficiently consolidates problem statements into a single, streamlined BAA, providing a single point of entry across multiple programmatic areas and OUs.
- Two stage review process, beginning with short concept papers, lowers the barriers to entry and reduces OUs' time and effort for evaluation.
- Employs a one-to-one streamlined co-creation process between the OU and the U.S. small business with concept of interest.
- No funds are required for OUs to participate, funds are not pooled, and OUs retain autonomy over award decisions.
- Attracts U.S. small businesses with prior USG experience in R&D.

SBAR PROGRAM AREAS AND SOLUTION TYPES

Agriculture and Food Security, Water and Sanitation, Natural Resources Management, Technology, Global Health, and Global Stability.

SBAR IMPACT BY THE NUMBERS

2 solicitations issued in 2018 and 2019 with **15** problem statements developed by **6** Missions.

200 participants engaged in the first pre-proposal conference.

120 concepts received in response to solicitations.

5 awards, **4** for USAID/Cambodia and **1** for USAID/Kosovo, were made to new U.S. small businesses that have never worked with USAID. Additional awards are expected in early FY 2020.

INSTITUTIONALIZING SBAR

The SBAR Program is now housed under the NPI suite of approaches to attracting new and underutilized businesses to work with USAID on development challenges.

LEARN MORE

Visit www.usaid.gov/SBAR or email SBAR@usaid.gov.

M/OAA OFFICE UPDATES

A&A LAB

Established in 2016, the A&A Lab is an interconnected network of A&A staff advancing the Agency's mission through work force development and the testing and scaling of innovation in acquisition and assistance. There are six regionally based A&A Labs, with the hub of based out of the M/OAA Director's Office.

In FY 2019, the A&A Lab expanded with a new Lab in El Salvador. With the launch of the Latin America and Carribean (LAC) Lab, the A&A Labs now have a global presence covering all of USAID's regions.

Over the past year the A&A Labs played a critical role in advancing the A&A Strategy and EPPR. During the EPPR summit, A&A Labs helped to lead topical break sessions such as the use of Pay for Results, Transition Awards, and more. In addition, the A&A Labs helped to develop white papers around the implementation of A&A Strategy topics such as the use of Statement of Objectives, Oral Presentations, and more.

In FY 2020, USAID will be looking at re-launching the A&A Labs based on lessons learned through the first four years of operations.
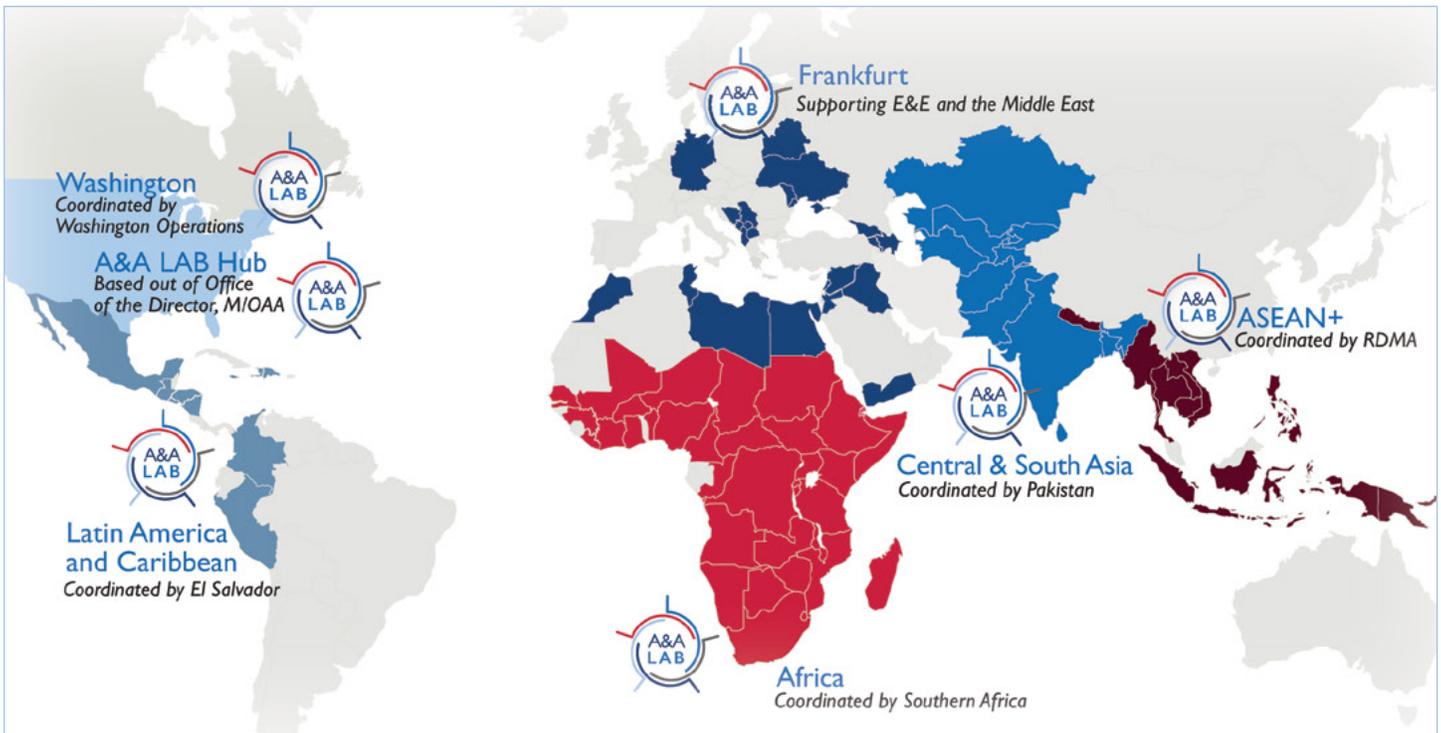
POLICY DIVISION

The Agency is regularly updating its acquisition and assistance regulations and policies. Provided below is a summary of the new and updated regulations and policies issued during FY 2019.

USAID's Acquisition Regulation (AIDAR)

The AIDAR is USAID's Acquisition Regulation supplementing the Federal Acquisition Regulation and is published as Chapter 7 of title 48, Code of Federal Regulations (CFR).

1. USAID published a proposed AIDAR rule in Federal Register 84 FR 9739 to amend AIDAR Appendices D and J to allow personal services contractors to be recognized for extraordinary performance of services under their contract by providing them with monetary or non-monetary incentive awards. The changes proposed in this rule will not be effective until all comments are addressed and the final AIDAR rule is published in the Federal Register.

2. USAID published a proposed AIDAR rule in Federal Register 84 FR 10469 to amend the AIDAR to incorporate a revised definition of information technology (IT) and other requirements relating to information security and IT approvals. The Federal Information Technology Acquisition Reform Act requires improved management of the acquisition of IT resources. This proposed rule revising the AIDAR, if adopted, would provide increased oversight of contractor acquisition and use of IT resources. The changes proposed in this rule will not be effective until all comments are addressed and the final AIDAR rule is published in the Federal Register.

3. USAID published a proposed AIDAR rule in Federal Register 84 FR 27745 to amend the AIDAR to allow for the designation of U.S. Personal Services Contractors (USPSCs) and Cooperating Country National Personal Services Contractors (CCNPSCs) as contracting officers and agreement officers. The proposed revisions will

address a shortage of U.S. direct-hire staff by delegating the proposed authorities to qualified USPSCs and CCNPSCs. The delegation of limited contracting/agreement officer authorities to a select number of CCNPSCs will also bolster the Agency to succeed in terms of building long-term, host country technical capacity to materially assist the Missions with procurement responsibility. The changes proposed in this rule will not be effective until all comments are addressed and the final AIDAR rule is published in the Federal Register.

4. USAID published a proposed AIDAR rule in Federal Register 84 FR 29140 and a supplemental notice was published in 84 FR 41954 to amend AIDAR, Appendix D, General Provision 5 "Leave and Holidays" for U.S. Personal Services Contractors. This action addresses conforming changes to annual and sick leave and compensatory time off. The changes proposed in this rule will not be effective until all comments are addressed and the final AIDAR rule is published in the Federal Register.

Paperwork Reduction Act (PRA) Notification

1. USAID published a notice in Federal Register 83 FR 62290, to renew the information collection on the Contractor Employee Biographical Data Sheet (AID Form 1420-17). This information collection was previously published in Federal Register 83 FR 5235, and USAID received four comments during the 60 Day Notice comment period. The revised AID Form 1420-17 eliminates the requirement for the employee to provide salary history and replaces it with a requirement for the contractor to provide the market value and the basis for the proposed salary.

ADS

USAID's ADS serves as the Agency's operational policy and procedure guide. The ADS contains over 200 chapters and is aligned with current Federal regulations, as well as policies approved by the Agency's Administration. The Agency's ADS 300 Series focuses on acquisition and assistance. In FY 2019, nine revisions to policies and procedures across four ADS chapters related to acquisition and assistance were made. Highlighted below are the major revisions that are relevant for the Agency's partners.

ADS 300: A&A Planning

■ Partial revision on March 5, 2019 more clearly outlines the steps involved in the Senior Obligation Alignment Review (SOAR) process.

ADS 302: USAID Direct Contracting

■ Partial revision on December 5, 2018 added a new section 302.3.5.22, entitled "Climate Risk Management."

■ Partial revision on August 1, 2019 included a new course requirement for COR Certification and Training Requirements for COR, highlighted the importance of site visits and mandatory documentation, and updated the ADS 302mar COR Designation Letter.

ADS 303: Grants and Cooperative Agreements to Non-Governmental Organizations

■ Partial revision on December 5, 2018 added a new section 302.3.5.22, entitled "Climate Risk Management."

■ Partial revision on May 21, 2019 added and defined the terms and definitions of "underutilized partner," "locally established partner," and "leverage."

■ Partial revision on May 23, 2019 revised the "as applicable" standard provision "Protecting Life in Global Health Assistance" in internal mandatory references Standard Provisions for U.S. Nongovernmental Organizations, Standard Provisions for Non-U.S. Nongovernmental Organizations, and Standard Provisions for Fixed Amount Awards to Nongovernmental Organizations.

■ Partial revision on August 1, 2019 included a new award performance review requirement and updates ADS 303mai, AOR Designation Letters.

ADS 309: Personal Services Contracts with Individuals

■ Partial revision on May 14, 2019 revised mandatory reference 309mab, Incentive Awards for PSCs with Individuals.

■ Partial revision of September 20, 2019 revised chapter sections to include CCNPSC progressive level positions (aka "ladders"), including new corresponding templates and updated FAQs.

Acquisition and Assistance Policy Directives (AAPDs)

USAID AAPDs are official Agency sources for updates to policy and requirements for the A&A function.

In FY2019, the Agency issued 1 new AAPD and retired 2 AAPDs:

■ **AAPD 18-06**, Class Deviation from the FAR Subpart 17.5 on Interagency Acquisition (Class Deviations from the FAR – no. M/OAA-DEV-FAR-19-01c) was issued on October 24, 2018 to relieve COs from the requirement in FAR 17.502-1(a) to prepare the best procurement approach determination. This change was made in advance of FAR case 281-015 changes made by Section 875 of FY19 NDAA (PL 110-417). AAPD 18-06 was later retired on June 12, 2019 as the revised requirements were incorporated into the applicable sections of the FAR.

Procurement Executive Bulletins (PEBs)

USAID Procurement Executive Bulletins are signed and issued by the M/OAA Director. PEBs are not considered to be formal policy but include information relating to policy reminders, general guidance, best practices, lessons learned, and Frequently Asked Questions for Agency A&A staff.

M/OAA OFFICE UPDATES

Three PEBs were issued by the Senior Procurement Executive (SPE) during FY2019:

- **PEB 19-01** "Guidance for Awards that use Letter of Credit (LOC) as a Method of Payment" was issued on April 22, 2019.
- **PEB 19-02** "New Performance Based Requirements for President's Emergency Plan for AIDS Relief (PEPFAR) Awards" was issued on September 30, 2019.
- **PEB 19-03** "Guidance on FAR Rules - "Ending Trafficking in Persons" (FAR Case 2013- 001) and "Combating Trafficking in Persons – Definition of Recruitment Fees" (FAR Case 2015-017)" was issued on September 27, 2019.

A&A OMBUDSMAN

The primary purpose of the A&A Ombudsman is to ensure equitable treatment of all parties participating in USAID's acquisition and assistance process. The Ombudsman is the designated neutral Agency official responsible for resolving procurement-related issues and providing clarity to USAID's U.S.-based personal service contractors. The Ombudsman reports directly to the M/OAA Director, and is independent of all other offices within M/OAA.

The Ombudsman continued efforts to promote stakeholder engagement and address concerns. Emphasis was placed on post-award administration, ADS 304 - related training, and processes related to Audits/NICRAs. The issues received were wide-ranging, but the breakdown is as follows:

- Other 34 percent
- General Data Calls and Outreach 26 percent
- Solicitation/ Award 12 percent
- Audit/NICRA 11 percent
- Doing Business with USAID 9 percent
- Business Forecast 6 percent
- Selection of Instrument 2 percent

CONTRACT REVIEW BOARD (CRB)

CRB provides assistance to Agency procurement officials by identifying potential issues and recommending risk mitigation measures for Agency acquisitions of $25 million and above. The CRB seeks to improve the quality of USAID's development and to strengthen the performance of the Agency's staff by providing procurement related technical assistance. During FY 2019 the CRB reviewed a total of 59 procurement actions with a total estimated value of approximately $8.9 billion.

COST AUDIT & SUPPORT

The Office of Acquisition and Assistance Cost and Audit Support (CAS) Division consists of multiple branches that provide advice and services related to auditing, indirect costs, closeouts, past performance, data management, reporting, and quality control.

In FY 2019 CAS Division took the following actions

Audit Recommendations Closed	104
Sustained Disallowed Costs Recovered by Agency	$1.1 million
Negotiated Indirect Cost Rate Agreements Issued	130
Awards Closed Out	1,141
Funds Deobligated	$82.4 million

PROFESSIONAL DEVELOPMENT AND TRAINING (PDT)

PDT is responsible for addressing the professional development needs for USAID's Contracting Officers, Agreement Officers, and Contracting and Agreement Officers' Representatives. PDT accomplishes this through four pillars: training, certification, consultation, and development to maintain a well-equipped A&A staff globally.

The following are several PDT FY 2019 highlights and accomplishments:

- Obtained Federal Acquisition Institute (FAI) approval to operate as a teaching school. Currently, there are less than ten in the Federal Government. This designation positions USAID as the pre-eminent provider of international development-related training and learning opportunities for the Federal Government.
- Launched the Fundamentals and Innovators (PDT Fundamentals) Series to provide A&A staff with fundamental learning opportunities. In addition, PDT added a new e-learning module on Independent Government Cost Estimate (IGCE).
- Launched the full Co-creation Facilitation Course in June 2019. The demand was high for this course because it serves as an incubator for courses that require continuous follow-up. It also includes a component that incorporates follow-up with the students to identify opportunities to apply what they have learned, and to obtain feedback.

- Continued collaborative efforts with the following external partners:
  1. Office of Personnel Management (OPM) partnership includes providing USAID with Human-Centered Design (HCD) project-focused services, as well as instruction, coaching, mentoring and other support as needed;
  2. National Contract Management Association (NCMA) partnership includes speaking opportunities, publishing articles, and participation in the World Congress. In addition, the Division Chief of PDT was selected to serve as a member of NCMA's National Board of Advisors; and
  3. U.S. General Services Administration (GSA) partnership includes training and consultation to support the A&A staff in the global community. GSA conducted an in-person session on the use of Schedules and their unique features, flexibilities and electronic buying tools at the USAID/Peru Mission on September 4, 2019.
- Developed a new Learning Path Mapping Tool to teach the A&A workforce how to identify and apply professional development training.

Required Courses for Certification/Warrants and other Fundamental Courses

- PDT Number of Courses: **47**
- PDT Number Trained: **710**

EPPR Efforts (Learning Opportunities) and External Outreach

- PDT Number of Efforts and Outreach Events/Learning Opportunities: **38**
- PDT Number Trained or Provided Learning Opportunities: **395**

Agency-wide Training Content Review and CLP Approval

- PDT Number of USAID-developed courses approved for CLPS: **93**

TRANSPORTATION DIVISION

Transportation Division is responsible for ensuring that U.S. flag vessels' participation in moving USAID-financed commodities and Title II and Title III commodities, complies with the requirements of the Cargo Preference Act and applicable Maritime Administration rules.

In turn, the Transportation Division is responsible for the oversight of ocean transportation arrangements for Title II humanitarian food aid for all of USAID's implementing partners. Information concerning USAID's implementing partners, ocean transportation solicitations and awards may be found on USAID.gov.

Also in support of the Title II Food for Peace program, Transportation serves as the Contracting Office as well as fulfills Contracting Officer Representative (COR) functions for:

- Two overseas preposition Title II food aid warehouses in:
  - Djibouti, Djibouti
  - Durban, South Africa
- Three overseas preposition non-food warehouses for the Office of Disaster Assistance in:
  - Miami, FL
  - Pisa, Italy
  - Dubai, UAE
- A domestic preposition warehouse located in Houston, Texas
- The freight contracts for all shipments into these warehouses, and
- An independent warehouse inspection survey contract to ensure that all food and nonfood items are properly stored and maintained in accordance with the appropriate regulations.

The Transportation Division office also supports the procurement of goods and services on behalf of the Office of U.S. Foreign Disaster Assistance (OFDA), the Ocean Freight Reimbursement program (OFR), and the Denton program.

INDUSTRY LIAISON

The role of the Industry Liaison is to serve as an entry point to USAID's stakeholders and contractors -- helping to connect, engage, and equip organizations that want to work with USAID. To support the goals of the Industry Liaison, USAID has created a new Communications and Engagement Strategy that outlines the activities that Industry Liaison will implement in the next year, and areas the Agency will streamline its communications to various external stakeholders and partners.

The Communications Director for the Office of Acquisition and Assistance, Matthew Johnson, is USAID's Industry Liaison. He and his team can be reached at IndustryLiaison@usaid.gov.
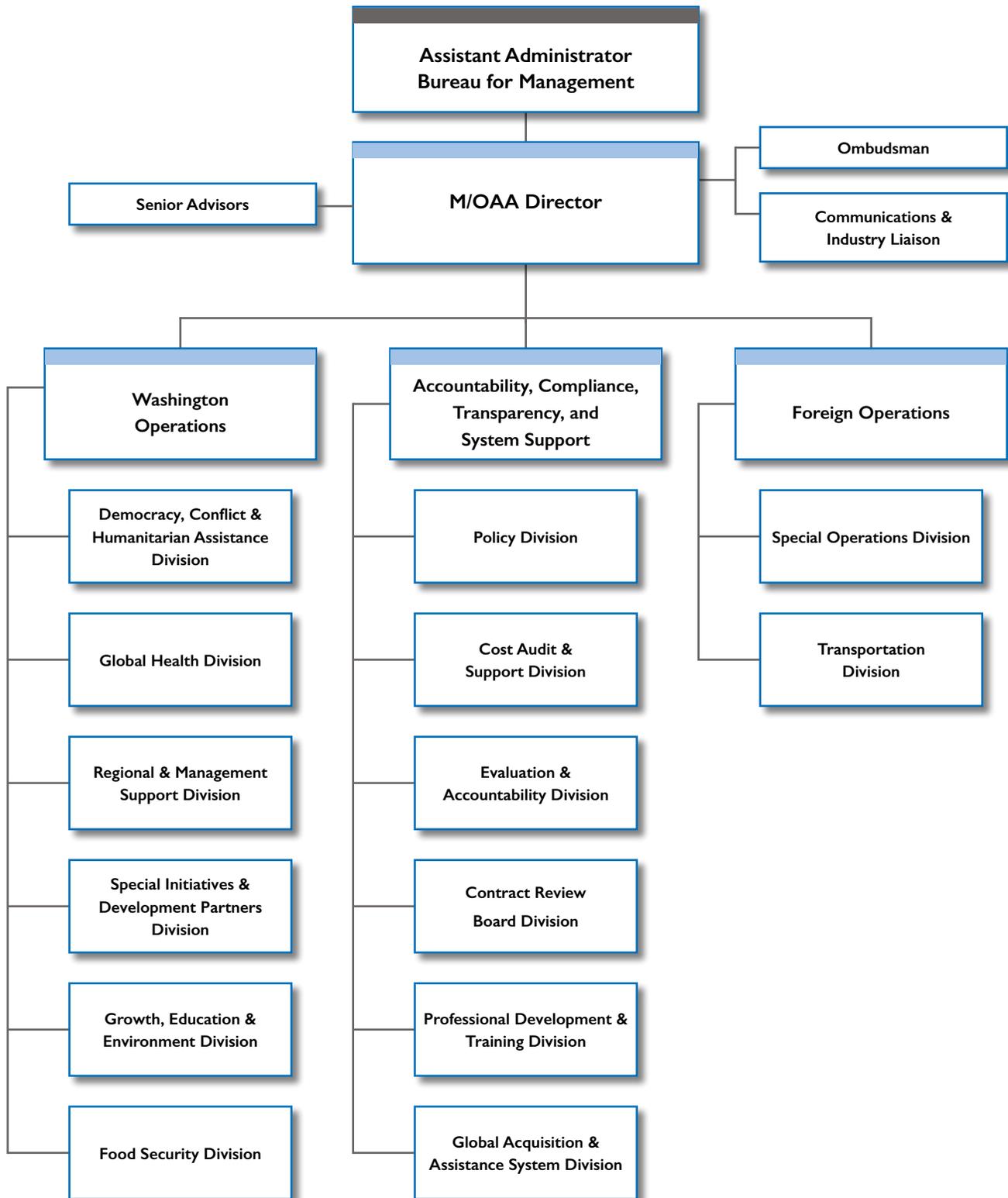
Background on Industry Liaison Role:

On April 30, 2019, the Office of Management and Budget's (OMB), OFPP, released its 4th Myth-Busting Memo, Strengthening Engagement with Industry Partners through Innovative Business Practices, on how agencies should engage with industry. In the memo, OFPP asked each Federal agency to appoint an Industry Liaison.

The Myth-Busting memo outlines the following responsibilities for the Industry Liaison:

- promote timely responses to general vendor requests where appropriate, including from new entrants and small businesses;
- assist technical and acquisition personnel to develop strategies for engaging potential vendors that can provide the capabilities necessary to achieve USAID's mission;
- review and update, as appropriate, the vendor communication plan that the Agency developed in 2011 to improve interaction throughout the acquisition lifecycle;
- work with the Agency's Acquisition Innovation Advocate (AIA) and Office of Small and Disadvantaged Business Utilization (OSDBU) to drive practices that improve communication with vendors;
- encourage vendor feedback on USAID acquisitions, such as through the use of Acquisition 360, and, to the extent possible, monitor marketplace interest in Agency requirements; and
- share stories on the Innovation Hub (via the government-wide Acquisition Gateway) to promote adoption of good communication practices.

MANAGEMENT BUREAU, OFFICE OF ACQUISITION AND ASSISTANCE ORGANIZATIONAL STRUCTURE

Assistant Administrator Bureau for Management

M/OAA Director

Senior Advisors

Ombudsman

Communications & Industry Liaison

Washington Operations

- Democracy, Conflict & Humanitarian Assistance Division
- Global Health Division
- Regional & Management Support Division
- Special Initiatives & Development Partners Division
- Growth, Education & Environment Division
- Food Security Division

Accountability, Compliance, Transparency, and System Support

- Policy Division
- Cost Audit & Support Division
- Evaluation & Accountability Division
- Contract Review Board Division
- Professional Development & Training Division
- Global Acquisition & Assistance System Division

Foreign Operations

- Special Operations Division
- Transportation Division

Acquisition and Assistance Workforce

There are more than 650 acquisition and assistance (A&A) staff working worldwide, with more than 280 individuals holding warrants to sign awards.

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