



USAID
FROM THE AMERICAN PEOPLE

BUREAU FOR MANAGEMENT OFFICE OF ACQUISITION AND ASSISTANCE PROGRESS REPORT FISCAL YEAR 2023



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 M/OAA DIRECTOR

Dear Partners,

I am pleased to share with you the Bureau for Management's Office of Acquisition and Assistance (M/OAA) Fiscal Year (FY) 2023 progress report. This report represents the dedicated efforts of our global acquisition and assistance (A&A) workforce, and I am excited for you to have an opportunity to learn more about our work.

In March, we released the second iteration of our A&A Strategy along with a corresponding implementation plan. This strategy resulted from consultations with implementing partners, USAID staff, and thought leaders across the international development community. The input from so many helped to form the vision of the strategy – “that USAID and its partners enable sustainable, inclusive, and locally led development results through acquisition and assistance.” Since the launch of the Strategy, we have made significant progress in its implementation, which you can read more about below.



This past fiscal year, we saw another record amount of funding processed through A&A mechanisms. In total, more than \$38.1 billion was obligated through more than 23,000 transitions. This was an increase of more than \$1.6 billion from FY 2022.

One of the things I am most proud about is our efforts to rebuild and strengthen our A&A workforce over the last year – which is the first objective of our A&A Strategy. We onboarded a total of 27 new civil service Contract Specialists and internally promoted 10 Contract Specialists in FY 2023. On the Foreign Service side, over the last few years, we have hired 55 new Career Candidate Corps (C3) officers. In addition, 48 Foreign Service National (FSN)/Cooperating Country National (CCN) A&A Specialists now hold administrative warrants, which has increased from 19 at the start of FY 2023. We will continue our efforts to strengthen our workforce in the coming year.

Our WorkwithUSAID platform has continued to grow. With more than 5,200 organizations registered in our partner directory and more than 300,000 regular visitors, the platform continues to help change how USAID does business. A number of new features were added to the platform this year, such as our Sub-Opportunities Portal and resources in nine different foreign languages. The platform also won the Fast Company's award for a World Changing Idea. In this coming year, the Industry Liaison team has a lot of additional enhancements and resources that will be added to the platform to continue to support our partners.

This past summer, we also said farewell to Mark Walther, a long-time USAID leader and, most recently, our Senior Procurement Executive, as he officially entered retirement. Mark is a living legend at USAID, having served at the Agency for 34 years. He will be greatly missed. I want to thank everyone who stepped into acting leadership roles over the last few months. We could not have made it through the last few months without their outstanding contributions.

Finally, we are thrilled to welcome on board our next Senior Procurement Executive, Chief Acquisition Officer, and Director for the Office of Acquisition and Assistance, Jami Rodgers, in FY 2024.

Many thanks,

Deb Broderick

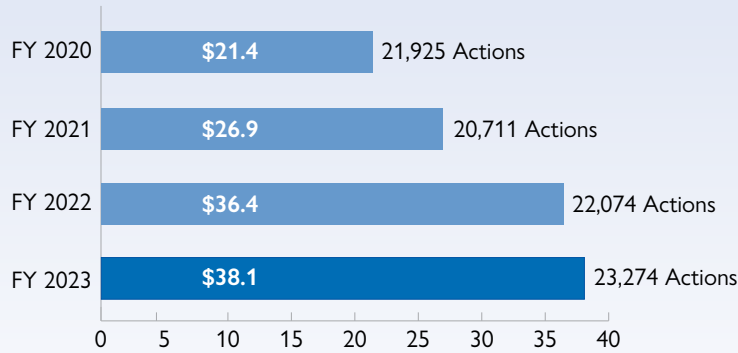
Deputy Director, Office of Acquisition and Assistance

M/OAA AT A GLANCE

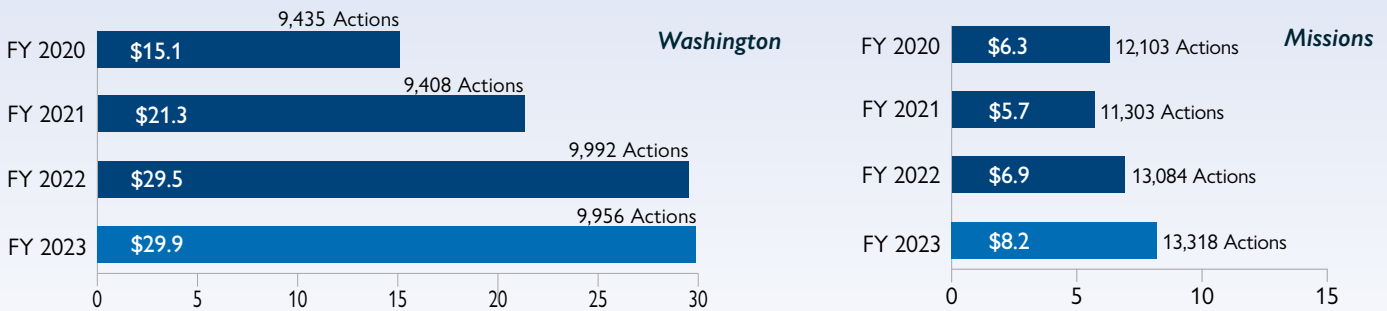
ACTIVITY SUMMARY

In FY 2023, USAID obligated \$38.1 billion in A&A mechanisms through more than 23,000 actions. Acquisition awards accounted for more than 17 percent of total dollars obligated, cooperative agreements accounted for approximately 14.8 percent, and grants accounted for the remaining 67 percent. Continuing the trend over the last several years, Washington obligated more dollars. However, more actions took place at Missions and offices outside of the United States.

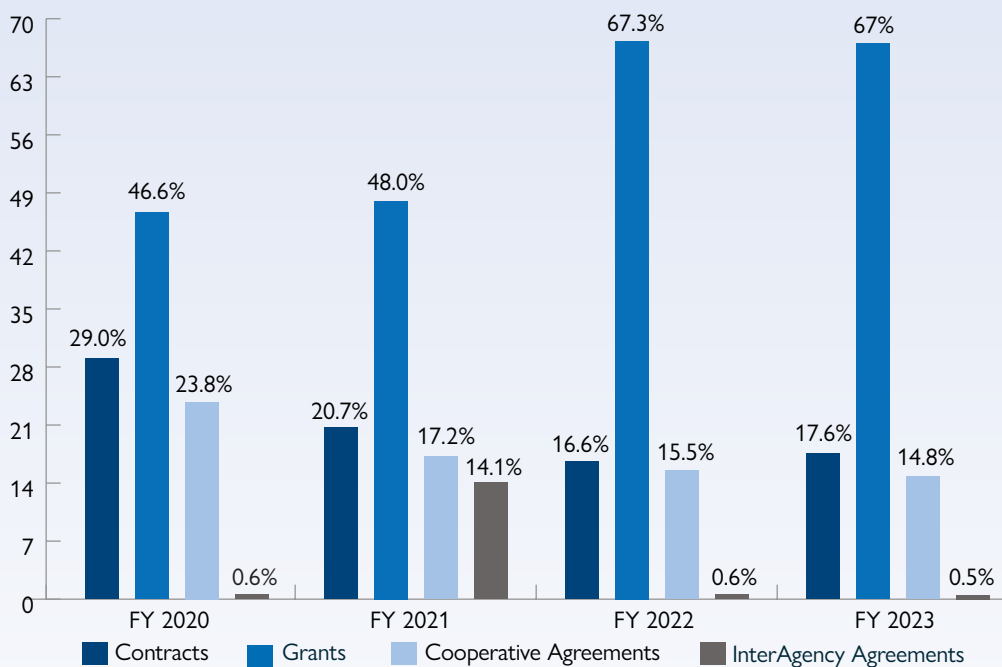
VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME*



VALUE OF OBLIGATIONS AND NUMBER OF ACTIONS OVER TIME WASHINGTON VS. MISSIONS*



OBLIGATIONS BY INSTRUMENT TYPE*



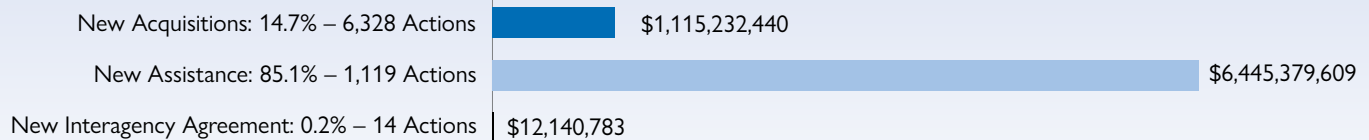
*Source: GLAAS as of October 2023

M/OAA AT A GLANCE

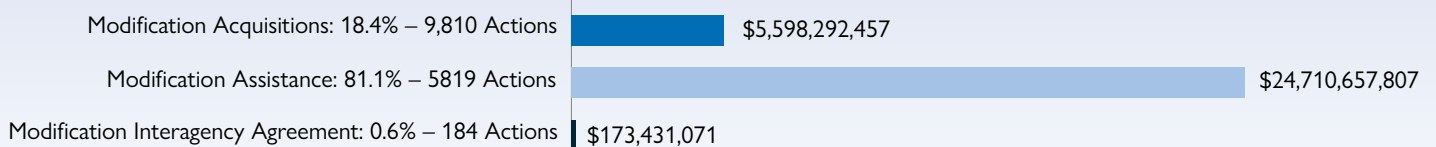
2023 FISCAL YEAR ACTIONS AND OBLIGATIONS*

	ACQUISITION		ASSISTANCE		INTERAGENCY AGREEMENT		TOTAL # ACTIONS	TOTAL OBLIGATIONS \$BN
	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$BN	ACTIONS	OBLIGATIONS \$MN		
WASHINGTON	6,000	\$3.1	3,828	\$26.7	128	\$139.3	9,956	\$29.9
MISSIONS	10,138	\$3.7	3,110	\$4.5	70	\$46.3	13,318	\$8.2
TOTAL	16,138	\$6.8	6,938	\$31.2	198	\$185.6	23,274	\$38.1

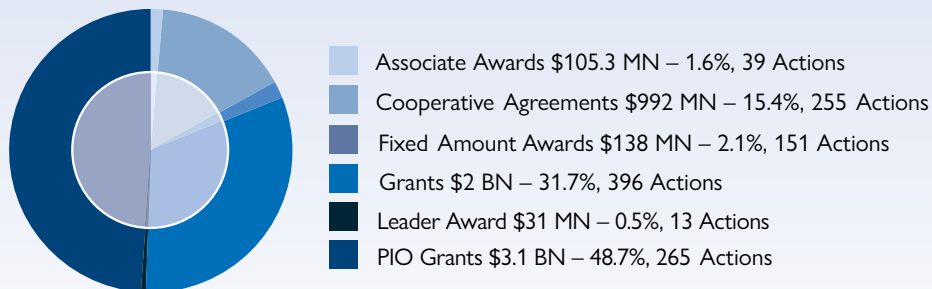
SUMMARY OF AWARDS: NEW AWARDS BY OBLIGATIONS*



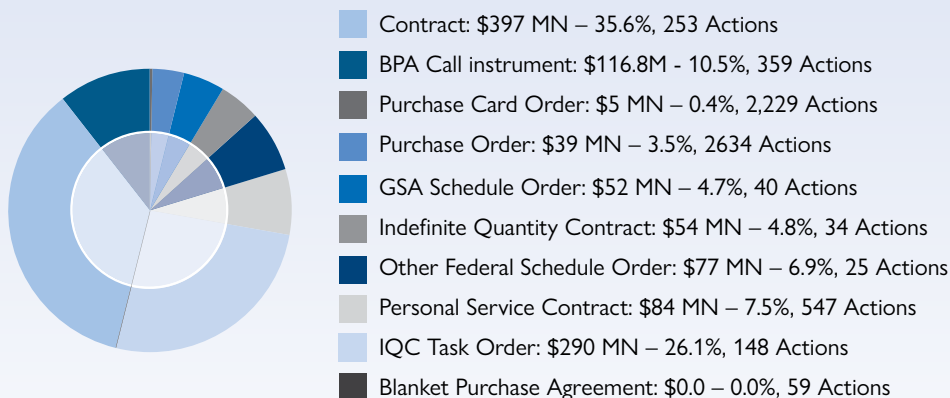
SUMMARY OF AWARDS: MODIFICATIONS BY OBLIGATIONS*



BREAKDOWN OF NEW ASSISTANCE AWARDS*



BREAKDOWN OF NEW ACQUISITION AWARDS*



*Source: GLAAS as of October 2023

M/OAA AT A GLANCE

CATEGORY MANAGEMENT

Category Management in the U.S. government allows it to buy common goods and services at scale, securing better pricing and efficiencies in the procurement process.

USAID achieved its FY 2023 Category Management targets in the final months of the year:

- Spend under Management (SUM) target 70%, achieved 75.3% (\$4.4 billion of our total obligations \$5.9B)
- Best-in-Class (BIC) target 6.3%, achieved 9.4% (\$550.1 million of the \$5.9B)

FY24 Category Management targets set by OMB are currently:

- SUM target 77%
- BIC target 8.1%

Category Management and Small Business goaling better together, as was demonstrated last FY: 91% of contracts counting toward both.

USAID Partners

FY 2023 PARTNERS

ACQUISITION	2,844
ASSISTANCE	1,227
TOTAL PARTNERS	4,071

Source: Enterprise Reporting Portal as of October 2023

TOP 15 ACQUISITION PARTNERS

Chemonics International, Inc.
Development Alternatives Incorporated (DAI) LLC
Tetra Tech ES, Inc.
Deloitte Consulting LLP
ARD Inc.
R T I International
Credence Management Solutions LLC.
Palladium International, LLC - Macfadden & Associates, Inc.
ABT Associates Inc. Research Triangle Institute
ABT Associates Inc.
Creative Associates International, Inc.
Tetra Tech Inc.
DT Global Inc.
NTT Data Federal Services, Inc.
Encompass LLC

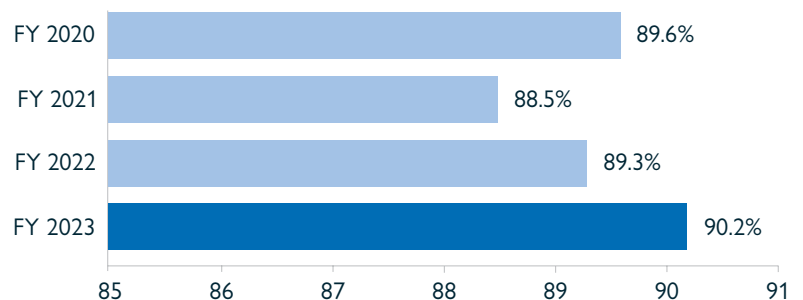
TOP 15 ASSISTANCE PARTNERS

International Bank for Reconstruction and Development (IBRD)
World Food Program
The Global Fund to Fight AIDS, Tuberculosis and Malaria
UNICEF
International Organization for Migration
CRS – USCCB
Family Health International
Save the Children
GAVI Alliance Secretariat
ACTED
Care USA
International Finance Corporation
International Rescue Committee Inc.
WHO / OMS
Mercy Corps

Source: Enterprise Reporting Portal as of October 2023

PAST PERFORMANCE

USAID continues to place an important emphasis on past performance reviews of our acquisition awards. At the close of FY 2023, 90.2% of the Agency’s contracts have completed an evaluation. This increase has allowed USAID to elevate past performance as an evaluation factor for new awards, as well as to ensure that the Agency is holding regular conversations with its partners.



Source: Enterprise Reporting Portal as of October 2023

M/OAA AT A GLANCE

COMPETITION REPORT

USAID remains committed to competition and the spirit of competitive awards. Competition promotes competitive pricing, enhanced quality, and superior performance and catalyzes innovations in science and technology that advance the field of development. USAID adheres to the precept that competition is a crucial factor in obtaining the best value for the U.S. Government and supports accomplishing our foreign assistance mission.

Fiscal Year (FY) 2023 Report on Limited Competition

ASSISTANCE AWARDS

ELIGIBILITY EXCEPTION NUMBER OF AWARDS	NUMBER OF AWARDS	TOTAL ESTIMATED AMOUNT (TEA)
303.3.6.5c(1) Local Entity (Statutory) (Assistance)	12	\$351,707,565.00
303.3.6.5c(7) Administrator determination	1	\$27,284,620.00
303.3.6.5d Programmatic Purpose	3	\$62,643,863.09
TOTAL	16	\$441,636,048.09

ACQUISITIONS AWARDS

COMPETITIVE STATUS	NUMBER OF AWARDS	TOTAL ESTIMATED CEILING (TEC)
Local Sole Source - FAR 6.302-1, Only One responsible Source	1	\$3,888,780.00
Local Sole Source - FAR 6.302-2, Unusual & compelling urgency	1	\$10,360,246.14
Local Sole Source - FAR 6.302-7, Public Interest	2	\$16,426,720.00
TOTAL	4	\$30,675,746.14

Note: The Total Estimated Amount (TEA) and Total Estimated Cost (TEC) are the estimated amounts of an instrument over its lifetime. Actual costs can be less than, but may not exceed the TEA or TEC.



M/OAA AT A GLANCE

SMALL BUSINESS UTILIZATION

FY 2023 preliminary data from www.sam.gov indicates that the Agency obligated approximately \$985 million to U.S.-based small businesses. This translates to approximately 14.64 percent of prime awards, which exceeds USAID's FY 2023 Small Business Goal of 13.25 percent. The Agency exceeded its socioeconomic goal for Women-Owned Small Businesses (WOSB) of 5 percent by achieving 5.62 percent, as well as obligating more funding to Small Disadvantaged Businesses in FY 2023 than in FY 2022; \$478M vs. \$467M, respectively. USAID did not, however, accomplish its Small and Disadvantaged Business (SDB) goal. The Agency is still working towards achieving its Service-Disabled Veteran-Owned Business (SDVOB) and Historically Underutilized Business (HUBZone) goals.

In early FY 2023, USAID's Office of Small and Disadvantaged Business Utilization (OSDBU) formed a working group on Advancing Equity in Procurement in alignment with [White House M-22-03 \(Memorandum for Advancing Equity in Federal Procurement\)](#).

What USAID Accomplished:

- Expanded its U.S. small business outreach program to focus on the various socio-economic groups and the trade organizations that advocate for them.
- Increased the number of new SDB awards to 148 new awards in FY 2023 from 92 in FY 2022.
- Added 38 new U.S. small business partners in FY 2023, which is an increase from the 31 new partners in FY 2022.

What's Next:

- Continue to update its external website to provide greater resources for existing and potential U.S. small business partners.
- Build out its U.S. small business outreach program to include a focus on specific agency bureaus in monthly outreach events.
- Focus greater resources on U.S. small business utilization in the field.



M/OAA AT A GLANCE

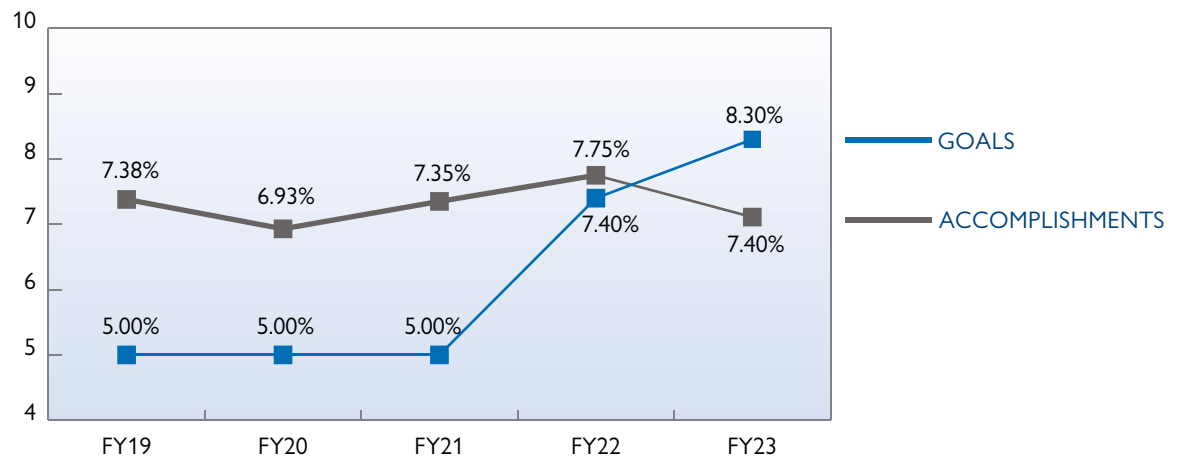
The following illustrates the USAID's domestic, overseas (Missions) and worldwide (combined) small business dollar obligations and percentages achieved in fiscal years 2019 through 2023:

FY	DOMESTIC SB (IN MILLIONS)	DOMESTIC SB%	WORLDWIDE SB (IN MILLIONS)	WORLDWIDE SB%	OVERSEAS SB (IN MILLIONS)	OVERSEAS SB%
FY19	\$589	22.00%	\$808	14.80%	\$219	7.87%
FY20	\$693	19.13%	\$923	14.90%	\$230	8.94%
FY21	\$626	19.49%	\$827	14.88%	\$201	8.56%
FY22	\$746	22.29%	\$987	16.37%	\$241	8.99%
FY23	\$719	23.20%	\$985	14.64%	\$267	7.34%

Sources: SAM.gov Small Business Goaling Report & GLAAS.

White House Memorandum M-23-01 outlines the President's goal to increase the federal government's average contract obligation of 9.8 percent for SDB to 15 percent by 2025. In FY 2023 USAID's SDB goal was increased from 7.4 percent to 8.3 percent to contribute to the government-wide effort to increase awards to SDBs. The following illustrates the USAID's SDB goal versus achievement in fiscal years 2019 through 2023:

USAID SDB GOALS VS ACCOMPLISHMENTS



Sources: SAM.gov Small Business Goaling Report & Small Business Administration.



ACQUISITION & ASSISTANCE STRATEGY

ACQUISITION & ASSISTANCE STRATEGY REFLECTIONS IN FY 2023 AND LOOKING AHEAD IN FY 2024

USAID is thrilled to have [launched](#) its new [Acquisition & Assistance \(A&A\) Strategy](#) and its accompanying live [Implementation Plan](#) in March 2023.

M/OAA met with numerous Agency staff and members of the implementing partner community to share the updated A&A Strategy and Implementation Plan. USAID captured valuable insights and suggestions and learned about opportunities and challenges for operationalizing the A&A Strategy.

Since the launch of the A&A Strategy, USAID has made great strides in completing its actions listed in the implementation plan for FY 2023. This was a significant team effort, and USAID is excited to share some highlights achieved and what to expect in FY 2024.

Objective 1: A&A workforce enabled, equipped, and empowered to further USAID's development and humanitarian mission.

The A&A Strategy prioritizes the USAID A&A workforce hiring, retaining, and creating professional development opportunities for the diverse, global A&A workforce, as well as strengthening knowledge management across USAID's A&A work.

Objective Achievements

- Increased the number of Cooperating Country Nationals (CCNs) with administrative warrants.
 - USAID has more than doubled the number of CCN administratively warranted A&A staff from 19 in FY 22 to 48 as of October 2023, giving more experienced staff authority in administering USAID awards.
- Initiated a series of Federal Executive Institute Leadership Program courses for CCN A&A Specialists.
 - USAID had **80** CCN A&A Specialists attend the Federal Executive Institute Leadership Training course.
- Explored administrative pay incentives, pay flexibilities, and other incentives for retention and recruitment of A&A staff in operational roles.



ACQUISITION & ASSISTANCE STRATEGY

Next Steps

- Operationalize the recruitment and retention incentives for A&A staff.
- Expand the use of the existing A&A Lab-facilitated coaching program, whereby experienced Contracting Officers/Agreement Officers (CO/AOs) coach design teams on specific A&A processes/mechanisms.

Objective 2: Streamlined and effective A&A integrated throughout the Agency's development approach.

Strategic integration of A&A throughout USAID's program processes will enable the Agency to effectively respond to cross-cutting development and humanitarian challenges. We will create time and space for this strategic engagement by providing effective tools and guidance, busting burdens, and automating repetitive tasks.

What We've Achieved

- Made 10+ award-related Automated Directives System (ADS) documents, such as the Contracting Officer's Representative (COR) designation letter, available in writable format for ease of use by A&A staff, saving valuable time.
- Updated or created 20+ A&A templates and tools including a Renewal Award template, CPARS guide, and a post-award Kickoff Meeting toolkit.
- Participated in twenty six New Entrant Orientations (NEO) throughout Fiscal Year 2023 giving all new staff joining USAID a twenty-five minute overview of Acquisition and Assistance at USAID.

Next Steps

- Create additional automated solutions to streamline USAID A&A processes for repetitive administrative tasks to save time for the A&A workforce.
- Identify additional administrative burdens that can be reduced or mitigated by changing institutional habits towards streamlining best practices via training and webinars.

Objective 3: A more diverse set of partners engaged to implement locally led development solutions.

USAID is seeking to institutionalize approaches that lower barriers for partners, proactively engage the private sector, and expand our ability to work with local partners. One area of focus is to strengthen the Agency's capacity to work with new and local implementing partners and expand the WorkwithUSAID platform.

Objective Achievements

- Expanded WorkwithUSAID platform by creating:
 - A forum for partnership opportunities where USAID's prime partners can post subaward and subcontract opportunities on WorkwithUSAID
 - A live feed of USAID funding opportunities from SAM.gov and Grants.gov.
- A full revision of ADS 303sam, the Non-U.S. Pre-Award Survey (NUPAS) Guidelines. This revision updates procedures for using the NUPAS to conduct a pre-award survey. A pre-award survey provides more detailed insight as part of the overall risk assessment, helping to identify and mitigate potential areas of risk to the Agency (see ADS 303.3.9 for more information).

Next Steps

- Build out the WorkwithUSAID platform, releasing new features including a streamlined way of accepting unsolicited proposals and applications, and having the platform translated into multiple languages.
- Translate full applications from local languages to English, offering Missions the ability to translate requests for information (RFIs) and Notices of Funding Opportunities (NOFOs) from English into multiple local languages, opening doors to local partners without advanced English skills.

ACQUISITION AND ASSISTANCE (A&A) LABS

GLOBAL A&A LAB

During FY 2023, the Global A&A Lab developed guidance after assessing staff needs. It focused on providing coaching services to A&A professionals worldwide and producing actionable guidance materials for a variety of challenging and innovative A&A actions. The coaching program pairs experienced A&A staff with other A&A professionals worldwide who request coaching support. Coaching services have been provided on multiple topics, such as payment methods for local firms, awarding and administering renewal awards, and establishing local Indefinite Delivery, Indefinite Quantity (IDIQs).

The Global A&A Lab collaborated with the Business Process Improvement (BPI) team, sharing guidance on their platform covering Phased Acquisitions, Statement of Objectives (SOO), Annual Program Statement (APS), Renewal Awards, Cost Evaluations, and Highest Technically Rated-Fair and Reasonable Cost. They plan to add insights on Cost Plus Award Fee, Key Personnel, Oral Debriefings, and Oral Presentations, Transitions Awards, and Time and Material contracts (T&M). Finally, to help disseminate the experiences and lessons learned from these processes, the Global A&A Lab participated in several 'Innovation Spotlight' webinars for the entire USAID A&A community. Notably, all of this work was completed solely through volunteer efforts.

The Regional Labs operate independently of the Global A&A Lab to serve as Communities of Practice focused on the needs of the Missions and A&A professionals in their regions. During this past year, the Global A&A Lab worked with Regional Labs to inform USAID's localization agenda by hosting regional calls with A&A professionals to obtain their feedback on localization opportunities, challenges, and lessons learned.

ASEAN+ AND AFRICA A&A LABS

The ASEAN+ and Africa A&A Labs provide a forum for A&A professionals in their respective regions to discuss innovative and effective approaches to procurement and implementation of development activities as well as share best practices on how to overcome challenges.

For FYFY 2023, the ASEAN+ Lab collaborated with M/OAA's Policy Division to host localization and Contracting Officer/Agreement Officer (CO/AO) flexibility discussions. This afforded A&A professionals the opportunity to hear more from colleagues on how to navigate some of the biggest challenges to making direct awards to local organizations.

To enhance knowledge sharing across the region, the Africa A&A Lab established Google platforms for COs and A&A specialists to share ideas and ask questions among peers. In coordination with a regional CO, the lab launched a monthly Africa CO call to promote regional learning. This platform also enabled better coordination for short-term coverage in the region.

The Regional Labs collaborated to jointly host discussions focusing on A&A Worst Practices and ways to improve processes. It has been critical to host spaces for staff to learn from failure. They also worked with Senior Climate Policy Advisors and the M/OAA/Evaluation team to give regional COs an overview of USAID's Climate Strategy and how A&A Professionals can contribute towards the successful implementation of Agency's Climate Strategy.

For the next year, the ASEAN+ Lab looks to continue its discussion series and expand collaboration with other A&A labs as well as look for ways to do more for Contracting Officer's Representatives/Agreement Officer's Representatives (CORs/AORs) in managing USAID Activity effectively and efficiently.

The Africa A&A Lab is working with the Mission in Rwanda to plan a regional Africa A&A workshop that will be held in February of 2024. This workshop is a significant undertaking that has required coordination across the region. The last regional A&A session was held six years ago.

FSN/CCN MANAGEMENT COUNCIL

The M/OAA FSN/CCN Management Council represents the worldwide 350-strong OAA FSN/CCN workforce, serving as a direct line of communication between OAA FSN/CCNs and M/OAA leadership. It focuses on how the A&A FSN/CCN workforce can add value to the Management Bureau and how OAA can contribute to elevating and strengthening FSN/CCNs' role as business advisors and development professionals.

ACHIEVEMENT HIGHLIGHTS FOR FY23

Objective 1: Support and coordinate OAA FSN/CCN empowerment and professional development.

- Served as key stakeholder in reviewing and providing feedback on the development of the A&A Strategy and its implementation plan.
- Established plans to work on streamlining the promotion process for career ladder A&A Specialists.
- In collaboration with M/OAA/Professional Development and Training (PDT), developed plans to provide opportunities for Senior A&A Specialists to serve as subject matter experts and provide training and brown bags as an additional way to maintain their required CLPs.
- Identified two Administrative Contracting/Agreement Officers from Zambia and Regional Development Mission for Asia (RDMA) to pilot the first exchange program between two regions.

Objective 2: Increase communication among OAA FSN/CCNs and M/OAA Community

- Created a live internal webpage and established a quarterly newsletter to communicate the Council's work to the A&A community.
- Participated in the working group that designed the first ever Leadership Development Program (LDP) exclusively for OAA FSN/CCN staff. In FY23, the FEI LDP hosted four training sessions and trained 80 A&A specialists.
- Led FSN Empowerment sessions and gave presentations on OAA related topics during the M Summit, hosted by the Bureau for Management.
- Obtained access to the Policy Help Desk Google Group for all A&A FSN/CCN staff.

Objective 3: Engage with the Business Process Improvement (BPI) team to enhance efficiencies.

- Worked closely with the BPI team to share streamlining ideas. The Council provided support on changing the template formats; prepared process maps; shared ideas of collecting mission templates and preparing templates for administrative actions.
- Supported the Burden Reduction Program (BRP) to help to identify ways of reducing bureaucratic burdens.
- Provided recommendations to streamline processes in the A&A Plan and ideas on how to make SAM registration easier for the local organizations.
- Played instrumental role in expanding Phoenix business hours coverage and support to Sundays during September, 2023, which benefited Missions across time zones.
- Provided inputs on several A&A releases and guidance documents, including but not limited to:
 - Feedback on Working in Non-English Language guidance doc;
 - Draft Guide for Integrating Climate in A&A Awards; and,
 - Feedback regarding potential changes to AskM/OAA Policy listserv (in progress).
- Nominated for and the runner up of the Burden Reduction Competition for consistent work with the BPI team, input on the A&A strategy, advocacy for improving systems and tools like SAM.gov, GLAAS, the A&A plan, etc., and more.

POLICY DIVISION

The Management Bureau's Office of Acquisition and Assistance, Policy Division (M/OAA/P) serves as the go-to policy and guidance source for USAID's A&A professionals. M/OAA/P maintains and revises the Agency's supplemental regulations—including 2 CFR 700 and the AIDAR—as well as A&A operational policies, such as ADS 302 and 303. The team monitors changes to federal statutes, regulations, and policies that impact A&A awards and reviews agency-specific deviation requests. M/OAA/P provides expert knowledge on and interpretation of federal and Agency regulations and policies, advising working groups and staff across the Agency on A&A matters.

During FY 2023, the Policy Division actively engaged in operationalizing Agency initiatives such as:

- Climate change
- Localization
- Diversity, equity, inclusion, and accessibility
- Burden Reduction Program

It also liaised with external stakeholders to advance the Agency's priorities. This included:

- Working with Congress on proposed legislation to advance localization flexibilities.
- Engaging with the Office of Management and Budget (OMB) on its proposed revisions to the 2 CFR assistance regulations to promote burden reduction.
- Interfacing with the General Services Administration (GSA) and other U.S. government agencies to highlight challenges and generate solutions related to the required use of federal systems, like the System for Award Management (SAM) and Federal Funding Accountability and Transparency Act (FFATA) Subaward Reporting System (FSRS).
- Participating in the Civilian Agency Acquisition Council to provide feedback and influence changes to the Federal Acquisition Regulation (FAR) that further the Agency's mission.

Agency initiatives prompted multiple updates to Agency A&A regulations and policies during FY 2023. Many of the updates also contributed to the implementation of USAID's [2023 A&A Strategy](#).

Localization

A clear challenge for non-U.S. based organizations seeking to partner with USAID is obtaining a Unique Entity Identifier (UEI) and completing registration in [SAM.gov](#). This is due to the fact that documentation is required in English, instructions and support are only available in English, and help desk support is only available during U.S. business hours. While this U.S. government-wide system is maintained by GSA, USAID issued a revised AAPD 22-04 "UEI/SAM Registration Exception for Assistance Awards: 2 CFR 25.110(c)(2)(iii)" to extend the validity of supplemental guidance for an exception under 2 CFR 25 related to the UEI and SAM registration requirements for assistance awards.

In addition, M/OAA successfully advocated for the removal of the requirement for local organizations to obtain a NATO Commercial and Government Entity (NCAGE) code before registering in [SAM.gov](#) when receiving an assistance award. Obtaining an NCAGE code can be extremely difficult or nearly impossible for USAID partners in some countries. GSA's change removes a significant barrier for local organizations seeking a UEI and SAM registration and represents a significant win for both localization and burden reduction.

USAID made several revisions to [ADS 303](#) and its reference documents during the fiscal year aimed at facilitating direct awards to local organizations. For example, one revision clarified that the pre-approved condition for restricted eligibility for local entities under assistance awards was currently available and that there was no longer a policy limitation of \$5 million per award or a prohibition on restricting eligibility to a single organization.

Significantly, M/OAA/P fully revised [ADS 303sam](#), the Non-U.S. Organization Pre-Award Survey (NUPAS), a risk assessment and mitigation tool for determining an organization's ability to effectively implement a USAID assistance award.

ACCOUNTABILITY, COMPLIANCE, TRANSPARENCY, AND SYSTEMS SUPPORT DIVISION UPDATES

The revisions streamlined and simplified the tool, making it more flexible and adaptable to specific awards and partners and reducing burden on new and local partners as well as on Agency staff.

Agency revisions to [ADS 302](#) and [302mbe](#) reflect continuation of the authorities in Section 7077 of Public Law 112-74, the Consolidated Appropriations Act, 2012, as amended by Section 7028 of the Consolidated Appropriations Act, 2014, titled “Local Competition Authority.” The text clarifies that this statutory authority to limit competition to local entities has been extended and can be applied to new contracts not exceeding \$5 million to be awarded using FY 2023 or prior year funds.

Burden Reduction Program

Over the last year, M/OAA has taken action to revise A&A policies, practices, and tools to streamline the Agency’s award-making processes and has reduced or removed ten additional identified burdens for USAID staff and partners, saving more than an estimated 300,000 staff hours annually. Examples include everything from the streamlining of the NUPAS, as mentioned above, to clarifying that Mission Directors have the authority to approve living quarters allowance rates in excess of State Department regulation rates, rather than the Mission processing a deviation.

M/OAA/P also revised ADS chapters [300](#), [302](#), and [303](#) to remove all references to the Senior Obligation Alignment Review (SOAR) process, which was eliminated by the Administrator as part of the burden reduction program.

In addition to other changes to [ADS 303](#), M/OAA/P revised the language included in assistance awards for notifying USAID and the Office of the Inspector General (OIG) regarding fraud, waste, and abuse. This update will prevent the need for AOs to process award amendments in the future, should the OIG’s contact information change again. The Division also increased the dollar threshold for construction under an assistance award at a single project site from \$500,000 to \$750,000, and made other construction-related updates. This revision eliminates the need for waivers to increase the dollar threshold for single project sites below the new limit, reducing burden on A&A staff.

Diversity, Equity, Inclusion, and Accessibility (DEIA)

Many of the efforts mentioned above that support localization also help to diversify the Agency’s partner base by removing barriers for organizations seeking funding from USAID. These updates help all organizations have an equitable opportunity to compete for and receive awards from the Agency.

Additionally, M/OAA/P brought together disparate groups within the Agency to begin to coordinate and rationalize future reporting requirements for USAID partners related to enhanced accountability measures and protections for program participants and employees of contractors and recipients. Ongoing efforts will support implementation of the [Agency’s Equity Action Plan](#), including strengthening USAID’s program participant protections, publicizing these protections, and publicly launching the Social, Economic, and Environmental Accountability Mechanism (SEE-AM) to receive and process reports of any social, economic, or environmental complaints in relation to USAID programming.

USAID revised [ADS 302](#) in support of the Agency’s DEIA goals. Evaluation of salary history is no longer required when approving salaries in excess of the contractor salary threshold. This change aligns with previous revisions to the Contractor Employee Biographical Data Sheet which removed salary history with the goal of increasing pay equity across demographic groups. [AAPD 23-02](#) provided urgent guidance to Contracting Officers on required actions to verify small businesses’ eligibility for awards under the 8(a) Program after a U.S. District Court injunction. Working quickly to ensure that awards to small disadvantaged businesses could continue with minimal disruption, the Policy Division processed a class deviation and issued the AAPD based on guidance from the Small Business Administration.

Also issued during the fiscal year, [AAPD 20-05, Revision 2](#) renewed an existing class deviation, introduced in response to the COVID-19 public health emergency, allowing for increased progress payment rates for contractors. Specifically, this deviation allowed for progress payment rates of up to 90 percent for work performed by large businesses, and up to 95 percent for work performed by small businesses as a way to increase cash flow and reduce administrative burdens.

Below are highlights of additional A&A regulation and policy revisions, including those made to comply with federal statutory and regulatory changes.

Acquisition

ACQUISITION REGULATION (AIDAR)-48 CFR chapter 7

During FY 2023, M/OAA led the Agency's efforts on ten regulatory actions aimed at revising the AIDAR, including seven proposed and three final rules. See USAID's [Unified Agenda](#) for details.

M/OAA/P published the following rules in FY 2023:

- A final rule that brought the AIDAR into compliance with revised Agency policies and procedures and statutes regarding contractor requirements on foreign tax reporting, conference planning, and trade and investment activities (Regulation Identifier Number ([RIN](#)) [0412-AB04](#)).
- A proposed rule entitled Planning, Collection, and Submission of Digital Information as Well as Submission of Activity Monitoring, Evaluation, and Learning Plan to USAID ([RIN](#) [0412-AA90](#)). The purpose of this rule is to implement policy and procedures to clarify and streamline contractor reporting requirements related to digital information planning, collection, and submission to USAID.

Other significant rulemaking efforts in progress include:

- Updates to partner vetting policies ([RIN](#) [0412-AB08](#)).
- Updated visa requirements for exchange visitors ([RIN](#) [0412-AB07](#)).
- Safeguarding Against Sexual Exploitation, Abuse, and Other Forms of Misconduct ([RIN](#) [0412-AA95](#)).
- Security and Information Technology Requirements ([RIN](#) [0412-AA87](#)).

Automated Directives System (ADS)

During FY 2023, M/OAA also revised [ADS 302](#) as described below:

- *Revision of Section 889 Solicitation Procedures & Language* - Updated language to remove references to expired waiver authority and to allow COs to proceed with applying an available waiver or exception three days after providing information on mitigation actions to USAID's Chief Information Officer. COs no longer have to wait indefinitely for further instructions.
- *Acquisition 360* - In response to a FAR final rule in [FAC 2023-05](#), entitled "Use of Acquisition 360 To Encourage Vendor Feedback," M/OAA/Policy obtained Senior Procurement Executive approval to implement Agency policy for usage of new FAR provision 52.201-1 "Acquisition 360: Voluntary Survey," in solicitations for all contracts over the simplified acquisition threshold, excluding personal services contracts with individuals. A new section, 302.3.5.23 "Use of Acquisition 360 to Encourage Vendor Feedback" was added to ADS 302 to prescribe this usage.

Acquisition and Assistance Policy Directives (AAPDs)

The Agency issues [Acquisition and Assistance Policy Directives](#) (AAPDs) as public notification of updates to Agency policy regarding the award of contracts, grants, and cooperative agreements, and any class deviations to the FAR or AIDAR.

M/OAA/P issued the following additional noteworthy AAPDs related to contracts:

- [AAPD 22-05](#) includes a deviation that allows joint ventures to make representations on an offer-by-offer basis until SAM is updated following a FAR revision that allows small business joint ventures to make size representations in SAM.gov.
- [AAPD 23-01](#) "Small Disadvantaged Business Threshold" includes a class deviation and instructions to COs regarding the use of the revised small disadvantaged business threshold from \$750,000 to \$850,000 until the FAR is revised.

Procurement Executive Bulletins

Management Bureau's Office of Acquisition & Assistance (M/OAA) Director issues [Procurement Executive Bulletins](#) (PEBs) to provide best practice guidance and information of interest to A&A staff. In FY 2023, the Director issued the following PEBs related to acquisition:

- [PEB 23-02](#) and a subsequent revision, outline required actions by acquisition staff to implement OMB Memo M-23-13, "No TikTok on Government Devices" and FAR Subpart 4.22, "Prohibition on a ByteDance Covered Application" and corresponding new contract clause at FAR 52.204-27.
- [PEB 19-03](#) provides best practices to COs when communicating Trafficking in Persons requirements to partners. M/OAA/P updated this PEB to include a specific focus on the use of forced labor in supply chains of goods and services. The PEB highlights solar panels specifically as a good that is often produced using forced labor. The Agency issued a related notice to implementing partners to inform them of the prohibition on the use of forced labor in the performance of USAID awards.
- [PEB 23-01](#) provides guidance to COs regarding standard indicators for COVID-19 contracts.

Partner Notifications and Reminders

To further USAID's efforts to monitor USAID-funded activities and advance the Agency's localization initiative, USAID notified A&A staff worldwide, as well as [Agency partners](#), of prime contractors' and recipients' subcontract and subaward reporting requirements under the Federal Funding Accountability and Transparency Act (FFATA). The reporting of most first-tier subcontracts and subawards in the FFATA Subaward Reporting System (FSRS) is a statutory requirement.

To continue to support achievement and monitoring of the Agency's small business contracting goals, USAID distributed a [notice](#) to prime contractors reminding them that reporting in the Electronic Subcontracting Reporting System (eSRS), available at eSRS.gov, is required when contracts contain a small business subcontracting plan.

USAID issued notices to partners to remind contractors and recipients of the need to comply with standard provisions related to Trafficking in Persons and the use of forced labor in the supply chain of many goods and services.

Assistance**2 CFR 700**

During FY 2023, M/OAA led the Agency's efforts on regulatory actions revising supplemental regulation, including two actions related to assistance.

- Updates to partner vetting policies ([RIN 0412-AB08](#)), which would also apply to acquisition agreements.
- USAID Assistance Regulations: Plain Language Revisions to 2 CFR 700 ([RIN 0412-AB12](#)).

Procurement Executive Bulletins

In FY 2023, the Director issued the following PEBs related to assistance:

- [PEB 23-01](#) provided guidance to AOs regarding standard indicators for COVID-19 assistance agreements.
- [PEB 16-01](#) (Rev 11/2022): "Trafficking in Persons Guidance for Assistance" was reissued to add best practices for Agreement Officers when communicating Trafficking in Persons requirements to partners.

EVALUATION

2023 Accomplishments

The primary purpose of the Office of Acquisition and Assistance Evaluation Division (M/OAA/E) is to ensure and maintain the integrity of the Agency's procurement system. This is accomplished through the performance of a number of activities including: issuing Ad Hoc and permanent Warrants, reviewing non-competitive awards/modifications, reviewing unauthorized commitments, performing Procurement System Reviews, and providing advice and support on complex procurement-related issues.

Evaluation Functional Competencies

Warrants

The Team approved over 100 warrants and helped the Agency advance localization by leveraging local in-country A&A workforce talents by increasing the warrant thresholds and number of warrant officials. Qualified local A&A CCNs' Warrants were increased from 19 to 48 and warranted officials had their warrants increased throughout several backstops. The team re-issued existing legacy warrants from \$10M up to \$150M for COs/AOs.

Executive Officer (EXO) warrants had the location restrictions and warrant thresholds for personal service contracts removed regardless of where the EXO was actually deployed and stationed. The reissuance of CO/AO and EXO warrants have increased warrant levels for 55 CO/AOs and 80+ EXOs, which is over half of the Agency A&A Workforce. The culmination of incorporating all the changes to the Warrant Guideline is anticipated to be published in 2024.

Non-Competitive Actions

The division reviewed over 150 actions relating to non-competitive justifications and Expedited Procedures Packages (EPPs) that were reviewed and approved the past fiscal year. An EPP was put in place in direct response to address the situation in Ukraine, Belarus, and Moldova. The EPP gives USAID the flexibility and capability to mobilize technical, financial, and other resources quickly to assist the region responsibly and rapidly. Additionally, the division took the lead in the development of the Cooperating Country National Personal Services Contractor (CCNPSC) Class Justification & Approval (CJ&A) which authorizes greater staffing flexibilities and career opportunities for our locally hired colleagues. This effort is instrumental to the Agency's efforts to make "ladder" positions more widely available.

The expanded CCNPSC CJ&A authorizes greater staffing flexibilities and career opportunities while preserving the Agency's ability to meet its obligations as a foreign affairs agency. The staffing flexibilities will reduce the administrative burden on obligation officials by providing streamlined and limited competition procurement procedures and will improve Mission workforce adaptability when USAID's foreign assistance objectives would otherwise be impaired by the full and open competition process. Further, the CJ&A will support increased morale and empowerment of CCNPSC colleagues to enhance their abilities to deliver foreign assistance as a career workforce. Finally, division staff were recognized as FSN/CCN Champions for their continuous support in establishing the M/OAA FSN/CCN Management Council and liaising with M/OAA leadership. It also contributes to elevating and strengthening FSN/CCNs' role as Business Advisors and Development Professionals.

Procurement System Reviews (PSRs)

The Evaluation Division completed PSRs of operations domestically and abroad, including operations at Missions in Mozambique, Rwanda, Zambia, and Senegal, to comply with EO 12931. The Division is currently reviewing the Bureau for Global Health (GH) and USAID Kosovo/Serbia. The PSRs enable the sharing of best practices and real-time tracking of recommendations of OAA and EXO operations in USAID/Washington and Missions. Upcoming assessments in FY2024 (and 1st Q FY2025) include the following Missions: Kosovo/Serbia/North Macedonia; Zimbabwe; Tanzania; Bangladesh; Ethiopia; Kenya and East Africa; West Bank/Gaza; Bosnia and Herzegovina; Middle East Regional Platform (MERP); and, Uganda. Additionally, the division is partnering with the General Council to take on a special attestation assignment to review part of the DDI bureau.

New PSR Assessment Tools:

- Developed an Assessment Close-Out Tool that captures Findings and Corrective Action Plans in one main tracker that feeds into the Agency website with the idea that a more user-friendly format/system would streamline the closing of PSR findings and allow users and leadership real-time status of progress in implementing the recommendations. This tool has reduced the back and forth queries of emails and meetings.
- Revised interview and file review score sheet questions to align with the GAO Framework under OMB A Circular A-123 and Executive Order 12931. The framework pivots towards a “top-down” assessment of strengths and weaknesses of A&A functions to four interrelated cornerstones as follows: (1) organizational alignment and leadership, (2) policies and processes, (3) human capital, and (4) information management and stewardship. Each of these cornerstones has a direct influence on the extent to which the A&A function is efficient, effective, and accountable to the taxpayer. This alignment has allowed the division to quickly determine operating units and Missions’ compliance and risk profile.

Operational Support

- **Crisis Playbook:** Convened a team to write guidance and sample letters for COs to use in crisis situations. USAID/Pakistan, Morocco, and West Bank Gaza are a few of the Missions that have and will use the tools, which can save time and resources for the Agency.
- **Strategic Sourcing:** Assisted USAID/Peru REXO Team to set up worldwide strategic Blanket Purchase Agreement (BPA) mechanism. Best practice BPA terms to include commercial and simplified procedures and examples were shared and discussed with the Mission and the Management Bureau. This effort led to the setup of twenty BPAs for Temporary, Specialized Professional and Technical Support Services.

Special Projects, Guides, and Toolkits

- **Environment-Climate Guide:** Contributed to high priority initiatives and represented M/OAA in the creation of Environment & Climate Consideration Guide in Acquisition and Assistance awards. The Environment & Climate Change Guide has been recognized by the Office of Management and Budget (OMB) to be the first such guidance among Federal Agencies. M/OAA/E continues to lead on implementation of USAID’s Climate Strategy and actively engages with the climate change working group. M/OAA/E continues to work to update the guidance in [ADS 204sac](#), which will have a direct impact on USAID awards by including project specific climate considerations as part of the requirements of an award.
- **Diversity, Equity, Inclusion, Accessibility (DEIA) Priorities:** The division has contributed to both the [USAID Agency Equity Action Plan](#) and [DEIA in USAID Program Agency Priority Goal](#). In service to these commitments, M/OAA/E has assisted in making important progress on advancing DEIA within the field of international development and foreign assistance. More specifically, the division has lowered internal and external barriers for USAID awards to include reduction of acquisition and assistance administrative burdens that negatively affect partner capacity.
- **Business Process Improvement (BPI):** M/OAA/E assisted with the BPI portal by reviewing critical acquisition, assistance, and personal services contracts templates and guides. Critical templates reviewed and made available on the BPI portal include: CCNPSC Negotiation Memo, USPSC Negotiation Memo, A Guide for Incorporating Environmental & Climate Considerations in A&A Awards, Post-Award Kickoff Meeting Presentation for Acquisition and Assistance, Guidance, Post-Award Approval Templates, and Assistance Award Memorandum.

COST AUDIT & SUPPORT (CAS)

The Cost, Audit, and Support (CAS) Division consists of multiple branches that provide advice and services related to auditing, indirect costs, closeouts, and more.

In FY 2023, CAS Division took the following actions:

ACTION	FY 2023 ACCOMPLISHMENTS
Audit Recommendations Closed	49
Sustained Disallowed Costs Recovered by Agency - Direct Cost	\$326,000
Sustained Disallowed Costs - Indirect Cost	\$2.1million
Negotiated Indirect Cost Rate Agreements Issued	144
Closed Awards	1,121
PreClosed Awards	205
Funds Deobligated	\$83.3 million

CONTRACT REVIEW BOARD (CRB)

The Contract Review Board (CRB) assists 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, general guidance, and peer reviews. After revising all CRB-related policies during FY 2022, reductions to the number of paperwork requirements and streamlining the number of reviews to reduce Procurement Action Lead Team (PALT) have started to take hold. The number of packages submitted were reduced from 84 to 59. With the extra time, the CRB engaged in additional consultations, providing peer reviews on eight additional submissions from COs in Washington and abroad. While some numbers have reduced, the total dollar amount on all packages in FY 2023 remained consistent with last year at approximately \$20 billion.

PROFESSIONAL DEVELOPMENT AND TRAINING (PDT)

The Professional Development and Training (PDT) Division is responsible for addressing the learning and professional development needs of the more than 6,000 USAID A/COs, A/CORs, and certified P/PMs. PDT manages the Federal Acquisition Certification programs (FAC-C, FAC-COR, FAC-P/PM) and various other credential programs through the Federal Acquisition Institute (FAI). PDT also provides a number of unique learning and development programs focused on Co-Creation Learning and Facilitation, Private Sector Engagement, and Innovative Financing.

PDT FY 2023 highlights include:

- **Modernizing Acquisition and Assistance Workforce Learning:** The launch of the new federal FAC-C (Professional) program and the development of the FAC-C maturity model to promote lifelong learning and on-demand skill application.
- **DEIA:** Establishing an Acquisition Workforce Certification Program, in collaboration with the Office of Diversity, Equity, Inclusion and Accessibility, through USAID’s memorandum of understanding (MOU) with Fayetteville State University (FSU) with plans to begin implementation in FY24.
- **Program/Project Management:** The launch and expansion of internal continuous learning course offerings for the federal FAC-C P/PM (Program/Project Management) certification program.
- **Continuous Learning:** Increased continuous learning opportunities through the PDT Center for Continuous Learning (Federal Teaching School) for all Agency staff including certified FAC-CORs, FAC-C (Professional), and FAC-P/PM staff, with more USAID-specific online/self-paced training and instructor-led opportunities added to Federal Acquisition Institute Cornerstone OnDemand (FAI CSOD), including 8 new courses tailored to meet identified knowledge gaps.
- **Customer Service:** Averaging more than 60 people per session through regular office hours (Wednesdays with PDT), the division added onboarding sessions for new staff.

- **Knowledge Management:** As USAID works to diversify and strengthen partner engagement, foster locally-led development, lower barriers, and improve the capacity of partners to work with USAID, the availability of PDT resources on Co-Creation, Private Sector Engagement (PSE), Innovative Financing (Pay-for-Results), Phased Acquisitions, as well as Learning and Adapting are now available publicly on [USAID's Learning Lab website](#).
- **World Congress 2023:** PDT facilitated a session during the 2023 NCMA World Congress in Nashville, TN on the subject of "Acquisition Challenges in the International Development Context," where attendees from government and industry engaged in productive discussions on a number of topics such as localization, co-creation, and flexibilities in our work.

SYSTEMS SUPPORT AND GLAAS (SSG)

The Systems Support and GLAAS Division (SSG) provides a range of support for numerous A&A processes and information management applications, administers the Agency's purchase card program, and manages the Agency's enterprise procurement system, Global Acquisition and Assistance System (GLAAS). In FY 2023, SSG continued its support of a broad range of USAID procurement initiatives aimed at streamlining A&A business processes, improving data-driven decision-making, and increasing the overall effectiveness of the Agency's development programs through A&A tools, including:

- Data Cleanup of over 6,700 A&A actions (representing over \$6 billion) to ensure more accurate reporting to internal and external stakeholders.
- M/OAA Systems Support led an effort with M/OAA/Policy to lift the NCAGE requirement in the System for Award Management (SAM) for foreign entities seeking assistance opportunities. Successful inter-agency dialogue and continuous advocacy with OMB and GSA, resulted in the CAGE/NCAGE being decoupled from the SAM registration requirement for ALL entities seeking assistance opportunities. GSA implemented the change in SAM on 2/13/23, affecting the broader U.S. government, and resulting in significant burden reduction for USAID local partners.
- Localization Progress Report: In November 2021, Administrator Power announced two targets for USAID in pursuit of its localization goals. First, by FY 2025, USAID committed to directly awarding a quarter of its funding to local partners. Second, by 2030, at least half of USAID programs will create space for local actors to exercise leadership over priority setting, activity design, implementation, and defining and measuring results. This report, designed and produced by M/OAA Systems Support, provides the first status update on USAID's progress toward these targets to the public.
- In alignment with the Administrator's Burden Reduction Program, the GLAAS team made updates to its training requirements, facilitating more timely system access for new users, and is estimated to have saved approximately 5,100 person hours of training per year.
- M/OAA/SSG designed and developed several Agency dashboards, including:
 - The Agency Direct Local Funding Indicator Dashboard on the Enterprise Reporting Portal (ERP), which provides easy-to-read metrics, charts, and graphs on "Direct Local Funding," a key performance indicator under USAID's 25 percent localization initiative.
 - Two supplemental dashboards that measure other aspects of direct funding for localization: (1) Direct Regional Funding Dashboard, and (2) Direct South-South Funding Dashboard.
 - Direct Local Funding Targets Dashboard on ERP, which provides updated monthly information on how Bureaus and Missions (Operating Units) are performing on the key localization indicator, Direct Local Funding, vis-a-vis targets they set earlier in the year. Operating Units (OUs) use the Direct Local Funding Targets dashboard for two primary purposes:
 - Data Quality Assurance Tool: OUs can periodically review the raw data underlying their Direct Local Funding metric to validate that source data from USAID corporate systems are correct.
 - Learning Tool: OUs also use the dashboard to gain real-time insights that can inform decision-making, customized to the unique context in which each OU works. Since the Direct Local Funding indicator only tracks one aspect of localization, OUs use this dashboard in conjunction with other measures of success, including but not limited to government-to-government assistance and the new Locally Led Programs indicator.

FOREIGN OPERATIONS

FOREIGN OPERATIONS DIVISION UPDATES

M/OAA Foreign Operations (FOps) seeks to advance U.S. foreign assistance through A&A excellence. FOps drives development progress by building, strengthening, supporting, and advocating for the overseas A&A workforce and representing a field-focused strategic vision and expertise within the OAA and throughout the Agency. The division is managed by a Deputy Director who oversees two teams, Foreign Operations and Transportation, which mobilize and distribute life-saving aid that reaches tens of millions of people around the world each year.

A Fiscal Year in Review

FOps functions as a “home base” for Backstop-93 Contracting and Agreement Officers (CO/AO) Foreign Service COs (FSCOs) and serves as a liaison between M/OAA Washington and the field. FOps consists of four workstreams that respond to A&A workforce needs, with a primary focus on overseas support. The division is proud to highlight its FY 2023 key accomplishments below.

Workstream 1: Assignments & Staffing

FOps advises Human Capital and Talent Management (HCTM) and Mission senior management to advance the A&A workforce’s interests. It oversees BS-93 Foreign Service Officer (FSO) coordination, offering guidance on performance, bidding, assignments, hiring, retention, and GS to FS conversions.

ACCOMPLISHMENTS

- Recorded a total of 56 eligible bidders for 58 Major Listing BS-93 positions.
- Coordinated conversions of four General Schedule CO/AOs to the Foreign Service.
- Established and coordinated meaningful on-the-job training (OJT) opportunities for C3s, supporting more than 15 Missions and Washington-based teams and initiatives.
- Onboarded, mentored, trained, and assigned more than 20 C3 CO/AO FSOs.

Workstream 2: Workforce Development

FOps prioritizes workforce development focused on FSN/CCN empowerment, warranting guidelines, C3 training, and other FSO professional development opportunities, including Leadership Trainings and experiential learning. FOps liaises and coordinates within OAA to bring a field-based lens to Washington-based policy, initiatives and training, as well as with staff outside of OAA to discuss staffing levels, position prioritization, and to anticipate, plan for, and/or resolve workforce and related issues affecting OAA operations overseas.

ACCOMPLISHMENTS

- Advocated with Washington-based teams to reestablish the FSN Fellowship and Exchange program within OAA for the upcoming 2024 fiscal year.
- Hosted unprecedented Federal Executive Institution (FEI) Leadership Training exclusively for FSN/CCN A&A staff, which provides opportunity for professional advancement.
- Conducted four FSCO Leadership Development Program (LDP) training events at FEI, reaching 73 FSCOs.
- Initiated unprecedented LDP training at FEI for FSN/CCN OAA colleagues. Through the four flagship courses held this year, 80 FSN A&A Specialists from 44 Missions have been trained.
- Coordinated the signing of a new funded memorandum of understanding (MOU) between USAID and Fayetteville State University in collaboration with USAID’s Minority Serving Institutions (MSI) program to establish the Acquisition Career Workforce Professional Program, which will offer students internships, professional development, and certification opportunities within the A&A field.
- Launched a new Eligible Family Member (EFM) A&A Specialist program at pilot Missions, now being replicated by other Missions and backstops.

Workstream 3: Overseas Operations

FOps offers “Gap and Surge” support by connecting qualified A&A professionals, including COs and Specialists, with Missions for short-term needs. This workstream also supports the “COs Without Borders” initiative that connects expertise across

FOREIGN OPERATIONS

Missions to increase support for critical A&A work. COs Without Borders is a key in maximizing the CO/AO resources available to avoid an interruption in critical development.

ACCOMPLISHMENTS

- Coordinated A&A support for Ukraine from nearby USAID/Bosnia and USAID/Moldova Missions through COs Without Borders. This initiative harnessed expertise from these two Missions to support critical priorities in Ukraine.
- Provided short and long term support, through the Temporary Operational Procurement Support (TOPS) mechanism, to 12 different Missions and USAID/M/Policy and FOps, with 20 different individuals with the majority being mid and senior level A&A Specialists.
- Supported critical gaps for the Middle East Regional Platform (MERP), Tunisia, and West Bank/Gaza, through the Firehouse Personal Services Contractors (PSC) group. Coverage for the regional office in West Africa and Ukraine were also scheduled for the upcoming year.
- Provided coverage to help fill gaps in Ethiopia, Georgia, Guatemala, Haiti, India, Kosovo, Peru, South Africa (3), Ukraine (2), and Zambia through temporary duty (TDY) Coordination.
- Cleared nine FSN Special Immigrant Visa (SIV) Pilot Program participants with another round of SIVs to begin in FY 2024. The program enables the Agency to obtain Office of Security (SEC) clearances for experienced A&A FSN/CCNss that hold SIV without having lived in the U.S. for three or more years. This allows USAID to retain the decades of experience of these key staff members as well as broaden the individual's post-USAID employment options.

Workstream 4: Foreign Ops Operations

Management and oversight of Foreign Ops' workflows, budgets, policies, strategies, personnel, and initiatives requires constant coordination. This workstream focuses on operational issues, including preparing C3s for field readiness through organized OJT opportunities, negotiations, and advocacy with other Bureau offices for budget allocations and staffing needs.

ACCOMPLISHMENTS

- Established an OJT program for all new entry C3s to complement backstop and Agency required training. OJT includes both remote, hybrid, and in-person opportunities in Washington and Missions.
- Initiated a new biweekly Field Update Newsletter this year to distribute highly-relevant, tailored updates to our A&A workforce.
- Visited three Asia Missions: Cambodia, Philippines, and USAID's Bangkok-based Regional Development Mission for Asia (RDMA) to discuss localization, strategy, and the A&A Labs.
- Organized regional A&A workshops to take place FY 2024 (for Africa, E&E, and the Middle East) that will strengthen the worldwide A&A workforce and establish more sustainable knowledge management systems.

TRANSPORTATION

The purpose of the M/OAA Transportation Division (M/OAA/T) is to ensure compliance with cargo preference requirements for Title II and Title II food aid commodities, project cargo, and to monitor and oversee ocean transportation arrangements for USAID's implementing partners. In addition, M/OAA/T is also a Contracting Office which procures food, non-food emergency items, and freight logistics services in support of the Bureau of Humanitarian Assistance. The unit also assumes COR duties over its contracts.

This year, the Transportation Division was called upon to respond to urgent challenges in several countries in support of emerging needs. Approximately one million tons of food commodities were provided to over a dozen countries, and hundreds of tons of non-food disaster assistance items were moved in support of the earthquake victims in Turkiye, flood victims in Libya and Tunisia, as well the victims of civil unrest in Haiti and the Democratic Republic of the Congo (DRC). Through this support, millions of individuals had access to life-saving products.

WASHINGTON OPERATIONS

WASHINGTON OPERATIONS (WASHINGTON OPS) DIVISION

M/OAA's Washington Operations (Washington Ops) advances USAID's development and humanitarian assistance mission through A&A excellence. The Deputy Director for Washington Ops oversees seven divisions that provide leadership and solutions to carry out the solicitation, negotiation, award, and administration of all field support, centrally funded activities, and key institutional support contracts.

During FY 2023, Washington Ops assisted in various international crises as well as gap and surge support to overseas Missions. Washington Ops coordinated with the Management Bureau, the cognizant Bureaus, Missions, and Foreign Operations to assist with crises in Ukraine, Niger, Haiti, and the Middle East. Washington Ops helps with surge support and Missions' programmatic shifts during crisis periods.

A major focus of the past year was on filling vacancies. Since FY 2023, M/OAA has filled 47 civil service vacancies, 10 of which were internal promotions. An additional 17 selected candidates are still going through the clearance process.

Washington Ops stridently works to implement the Agency's A&A Strategy, focusing extensively on Objective One to invest in USAID's enduring effectiveness by enabling, equipping, and empowering the workforce. During the past year, Washington Ops started a temporary duty (TDY) program to ensure that contracts were receiving adequate oversight. Around 20 staff members traveled internationally to destinations such as Accra, Jakarta, and Bogota for performance monitoring. Performance monitoring is a key function of proper contract administration that helps (1) confirm that the contractor is performing all of its duties and obligations in accordance with the terms of the contract, and (2) identify and address any developing problems or issues. TDYs have the added benefit of helping COs tie the work that they do in DC to nuanced realities in the field, thereby making COs more effective. This program will continue in FY 2024.



OMBUDSMAN

A&A OMBUDSMAN

The primary purpose of the A&A Ombudsman is to ensure equitable treatment of all parties participating in USAID’s A&A process. The Ombudsman is the designated neutral Agency official responsible for resolving procurement-related issues and providing clarity to USAID’s Personal Services Contractors (PSCs). The Ombudsman reports directly to the M/OAA Director and is independent of all other offices within M/OAA.

In FY 2023, the Ombudsman team continued its efforts to reduce barriers to entry for USAID’s industry partners and successfully reduced burdens for the Agency’s A&A colleagues, thereby improving efficiencies across M/OAA.

To support colleagues and partners, the Ombudsman team developed post-award materials to be shared with the awardee, thereby ensuring the transfer of information yet not requiring the time commitment associated with the traditional post-award (kick-off) meeting. Post-award orientation aids both USAID and contractor personnel to (1) achieve a clear and mutual understanding of all contract requirements, and (2) identify and resolve potential problems.

The Ombudsman team was instrumental in placing emphasis on subcontracting plan compliance and specifically identified eSRS and FSRS (a component of eSRS) which is used to report subaward information made publicly available through USAspending.gov. This reported data is both a statutory and an award requirement and is vital for USAID to monitor goals for the A&A Strategy, New Partnerships Initiative, and other USAID priorities. Accurate and prompt reporting in the FSRS system is key to USAID’s ability to continue moving forward and focus its resources to meet these initiatives, which are essential to the Agency’s mission. The Ombudsman team coordinated with similarly situated federal agencies and developed a plan to manage and eliminate USAID’s backlogged reports. Throughout the spring of 2023, M/OAA was able to clear the 1,000+ pending reports dating back several years with assistance from a number of staff across the office, including a special thanks to the C3s from Foreign Ops. COs can readily assess their small business goals for compliance and solicitation planning.

Removing barriers to entry for new and small businesses remained a focus for FY 2023. To provide accessibility for partners, the Ombudsman team continued to advocate that solicitations remove restrictive language requiring security clearances and instead state that the partner must have the ability to obtain a clearance. USAID continues to explore the idea of sponsoring uncleared partners under an IDIQ award.

Mission engagement has been a priority since PEB 16-03 was issued and highlights best practices for effective engagement with partners. The Ombudsman team continues to undertake efforts to increase transparency and improve communication. We currently are leading an effort to centralize mission mailboxes thereby facilitating communication across our global teams and minimize duplicative efforts.

The Ombudsman team is also working to develop guidance to support pay equity to assist COs and AOs in objectively determining how to utilize market research when commencing salary negotiations.

The issues received in FY 2023 were wide-ranging. The breakdown is as follows:

CATEGORY	PERCENTAGES
Communications	35%
Doing Business with USAID	46%
Policy	1%
Salary/Compensation	1%
Other	17%

INDUSTRY LIAISON AND COMMUNICATIONS

INDUSTRY LIAISON TEAM

USAID's Industry Liaison Team serves as an open door for organizations interested in doing business with the Agency. The team provides all partners—current and prospective—with the information and resources they need to navigate the USAID partnership process by responding to general questions and soliciting feedback from Agency stakeholders.

The Industry Liaison Team released an updated External Communications and Engagement Strategy in 2023, which will be refreshed on an annual basis to ensure M/OAA is providing relevant engagement opportunities and resources for entities interested in partnering with USAID.

During FY 2023, the team participated in discussions, events, and engagements with more than 13,000 people. Identified below are some key highlights from this fiscal year:

- **Annual Partner Experience Survey:** Conducted its second annual USAID Partner Experience Survey for current and prospective partners to gauge a better understanding about the general USAID partnership experience. The survey garnered more than 1,600 respondents. In reviewing the results, the team found that overall respondents continue to believe that it is strategic for their organizations to partner with USAID.
- **WorkwithUSAID Platform Surveys:** Launched post-transaction surveys to collect feedback about the WorkwithUSAID Partner Directory and Pre-Engagement Assessment to gauge usefulness.
- **Social Media Content:** Created regular social media content for promotion on the team's Work with USAID accounts: LinkedIn Group, X (Twitter) Account, Facebook Page, and YouTube Channel. Content shared across each platform included information about events for stakeholders, daily Agency opportunities from SAM.gov and Grants.gov, as well as tips and resources to help followers navigate USAID's partnership process.
- **Business Forecast:** Continued its quarterly Business Forecast and Partner Update webinar, allowing partners the opportunity to submit questions about the business forecast, as well as hear updates about Agency priorities from USAID senior leaders. The team helped to facilitate the answers to more than 2,000 questions each quarter.
- **Work with USAID News:** Released a monthly newsletter to more than 65,000 subscribers, highlighting updates on WorkwithUSAID.org and upcoming relevant events. Distributed ad hoc notices of importance to USAID stakeholders, including policy updates.
- **IndustryLiaison@usaid.gov:** Continued to provide guidance and access to resources for partners and prospective partners through the Industry Liaison email box. Scheduled and conducted one-on-one consultations with entities interested in learning more about how to navigate USAID's processes. The Industry Liaison team is focused on reaching out to new and local partners to help them understand how to work with USAID and can be reached at IndustryLiaison@usaid.gov.



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WORKWITHUSAID

WorkwithUSAID.gov serves as a free resource hub to help existing and prospective partners access innovative tools and resources so they can learn how to more effectively compete for funding—ultimately resulting in better development outcomes around the world. Since its launch in November 2021, more than 356,000 unique users have benefited from its resources, totaling over 3.2 million page views.

The WorkwithUSAID platform has been identified as a White House Office of Management and Budget (OMB) High Impact Service Provider (HISP), with customer experience goals to improve the USAID partnership process: Preparing to partner with USAID. Pursuant to Executive Order 14058, OMB Circular A-11 Section 280 is the government-wide guidance on how HISPs should approach managing their customer experience. HISPs are identified due to the scale and impact of their public-facing services.

White House E.O. 13985 directed all federal agencies to evaluate and identify gaps in advancing equity with underserved communities, including racial and ethnic equity, in their policies, programs, and partners. In response, the Agency Equity Team conducted an external equity assessment to identify gaps in advancing equity in USAID's policies and work.

The Equity Action Plan serves as a starting point for longer term equity planning and contains five key recommendations, with the first recommendation identified as continued development of the WorkwithUSAID platform.

Features

- **Partner Directory:** Organizations can create a profile and connect with others in the development community to more easily forge prime and/or sub-partnerships in A&A. By the end of FY 2023, more than 5,200 organizations were registered in the Directory, of which 80 percent have never worked with USAID, and more than 60 percent are registered as local partners.
- **Pre-Engagement Assessment:** Prospective partners can take a self-paced Pre-Engagement Assessment to evaluate their organizational capacity and readiness to compete for USAID funds. By the end of FY 2023, 4,210 organizations have taken the Pre-Engagement Assessment.
- **Resource Library:** Partners looking for guides, webinars, toolkits, etc. can access the Resource Library, which boasts over 230 resources. These resources are neatly categorized by topics that are important in working with USAID.
- **News & Insights Blog:** Users can stay up-to-date with regular stories and tips for prospective partners to learn more about USAID's partnership process. By the end of FY 2023, over 195 blogs were posted.
- **Events:** Partners can use this central location to find networking and learning opportunities with USAID and implementing partners. By the end of FY 2023, over 140 events were posted.
- **Funding Feed:** Website users can visit the funding feed to locate USAID-specific opportunities that are pulled from SAM.gov and Grants.gov every day.
- **Sub-Opportunities Portal:** Entities can find opportunities offered by USAID's prime implementing partners, who may seek subcontractors or subawardees when they need specialized expertise or on-the-ground support. By the end of FY 2023, more than 210 sub-opportunities have been uploaded to the website.

The workwithusaid website has been a welcome tool for learning about various aspects of partnering, easily identifying relevant online learning opportunities, and connecting with other organizations. We encourage USAID to continue to use this platform, including making more resources available in other languages.

ACRONYM LIST

AAPD: Acquisition and Assistance Policy Directive	FPDS: Federal Procurement Data System
ADS: Automated Directives System	FSL: Foreign Service Limited
AIDAR: (USAID) Acquisition Regulation	FSO: Foreign Service Officer
AO: Agreement Officer	GDPI: Global Development Partnership Initiative
AOR: Agreement Officer Representative	GH: Global Health
APS: Annual Program Statement	GLAAS: Global Acquisition and Assistance System
BHA: Bureau for Humanitarian Assistance	GSA: Government Services Administration
BPI: Business Process Improvement	GUC: Grant-Under Contracts
C3: Career Candidate Corps	HCTM: Human Capital and Talent Management
CAS: Cost, Audit, and Support	IDIQ: Indefinite Delivery, Indefinite Quantity
CCN: Cooperating Country National	ISC: Institutional Support Contract
CFR: Code of Federal Regulations	J&A: Justification and Approval
CO: Contract Officer	LAC: Latin America and the Caribbean
CPARS: Contractor Performance Assessment Reporting System	NCAGE: NATO Commercial And Government Entity
CPS: Conflict Prevention and Stabilization	OMB: Office of Management and Budget
CRB: Contract Review Board	OSDBU: Office of Small and Disadvantaged Business Utilization
CS: Civil Service	OSO: Overseas Support Operations
DEIA: Diversity, Equity, Inclusion, and Accessibility	PDT: Professional Development and Training
DNI: Director of National Intelligence	PEB: Procurement Executive Bulletin
EFM: Eligible Family Member	PSC: Personal Services Contractor
EO: Executive Order	PSR: Procurement System Review
EPP: Expedited Procedures Package	RLO: Resident Legal Officer
EXO: Executive Office	SAM: System for Award Management
FAI CSOD: Federal Acquisition Institute Cornerstone OnDemand	SOO: Statement of Objectives
FAITAS: Federal Acquisition Institute Training Application System	SPE: Senior Procurement Executive
FAR: Federal Acquisition Regulation	SSG: Systems Support and GLAAS
FEI: Federal Executive Institute	UEI: Unique Entity Identifier
	USAID: United States Agency for International Development

MANAGEMENT BUREAU, OFFICE OF ACQUISITION AND ASSISTANCE ORGANIZATIONAL STRUCTURE

